

FM 54-9

FM 54-9

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FIELD MANUAL

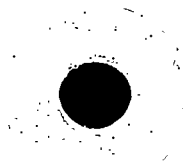
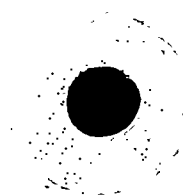
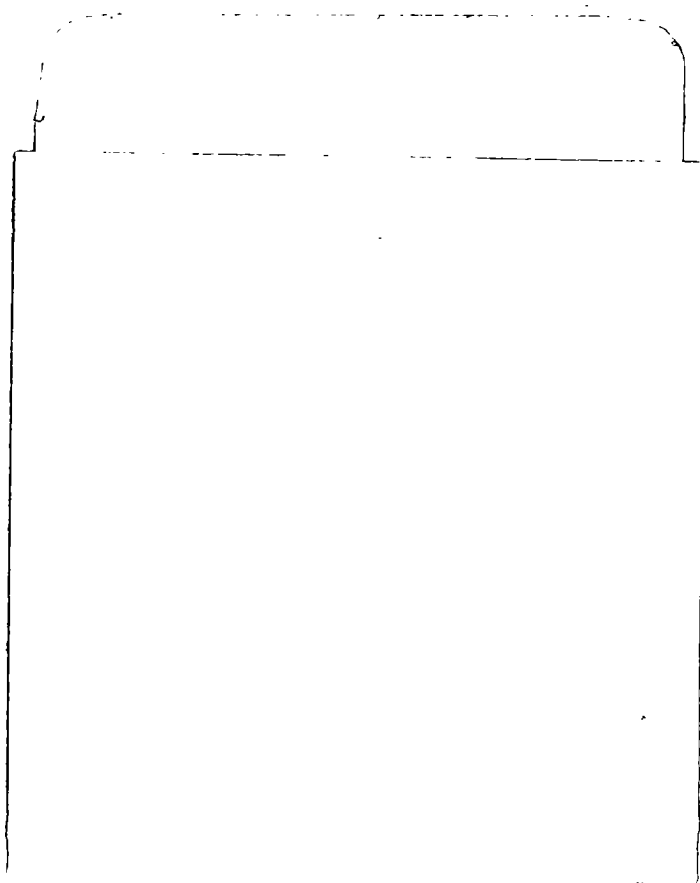
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CORPS SUPPORT COMMAND

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Change

No. 2

CORPS SUPPORT COMMAND

This change updates the manual to add information concerning communications for operations in the corps support command (COSCOM) area; incorporates new doctrine resulting from approval of the Bulk Petroleum Fuels Distribution in a Theater of Operations Study; incorporates appropriate doctrine of the Munitions System Support Structure Study (Short Title: MS3) as pertains to ammunition movement; provides Part Two - Support of a Corps Contingency Force; and adds a new Appendix B, Restructured General Support (RGS).

FM 54-9, 15 April 1976, is changed as follows:

1. A star ★ indicates new or revised material.
2. Remove old pages and insert new pages as indicated below:

Remove Pages

Foreword
✓ i and ii
✓ 1-1 and 1-2
✓ 1-5 through 1-9
✓ 2-9 through 2-12
✓ 3-1 through 3-4
✓ 6-1 and 6-2
✓ 8-9 and 8-10
✓ 8-15 and 8-16
✓ 8-25 through 8-27
✓ 9-5 through 9-8
✓ 12-1 through 12-4
✓ None
✓ B-1 through B-9

Insert Pages

✓ i through iii
✓ 1-1 and 1-2
✓ 1-5 through 1-8
✓ 2-9 through 2-12
✓ 3-1 through 3-3
✓ 6-1 and 6-2
✓ 8-9 and 8-10
✓ 8-15 and 8-16
✓ 8-25 and 8-26
✓ 9-5 through 9-8.
✓ 12-1 through 12-4.2
✓ 14-1 through 17-15
B-1 through B-4

3. When used in this publication, "he," "him," "his," and "men" represent both the masculine and feminine genders unless otherwise stated.
4. File this change sheet in front of the manual for reference purposes.

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C2, FM 54-9

30 SEPTEMBER 1981

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Chief of Staff

Official:

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Reference

FM 54-9

C1

Change

No. 1

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DEPARTMENT OF THE ARMY
Washington, DC, 7 April 1978

CORPS SUPPORT COMMAND

FM 54-9, 15 April 1976, is changed as follows:

1. Remove old pages and insert new pages as indicated below:

Remove pages

~~8-11~~ through 8-14
~~8-21~~ and 8-22

Insert pages

~~8-11~~ through 8-14.2
~~8-21~~ through 8-22.1

2. This change updates the manual to add procedures for requesting airdrop resupply support.
3. Use of the words "he" or "his" in this publication is intended to include both the masculine and feminine genders unless otherwise noted.
4. A box ■ indicates new or revised material.
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FOREWORD

Part I, Support of a Corps, was prepared to provide guidance on the effect of the DA-directed implementation of the Recommendations in the Echelons-Above-Division (EAD) Study.

Part Two, when published, will contain data on the Rapid Integrated Logistics Support System (RILS) and support of a corps contingency force. Use of a COSCOM which has been modified to provide support of a separate corps is discussed in the RILS Study.

The revision concentrates primarily on the elimination of the Field Army Support Command (FASCOM), and the Materiel Command (MATCOM) and their Subordinate Support Brigades, and replaces them with a newly-formed Corps Support Command (COSCOM) and the Theater Army Area Command, (TAACOM), respectively. Also covered is the merger of the Theater Army support command (TASCOM) Headquarters with the Theater Army Headquarters.

This manual reflects current EAD doctrine; however, it is anticipated that changes may be necessary as doctrine relative to EAD and Combat Service Support becomes more clearly defined.



**HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 30 September 1981**

Field Manual

No. 54-9

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FOREWORD

Part one, Support of a Corps, was prepared to provide guidance on the effect of the DA directed implementation of the recommendations in the Echelons Above Division (EAD) Study.

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PART ONE

SUPPORT OF A CORPS

CHAPTER 1

INTRODUCTION

■ 1-1. Purpose

This manual provides guidance on the organization and operation of a corps support command (COSCOM). It provides information related to combat service support provided by the higher echelons within a corps. Related field manuals provide more detailed information on specific operations and systems and on organizations at lower echelons. Appendix A contains a list of publications that are cross-referenced at appropriate places throughout the manual. The information in appendix B describes the emerging corps-level general support organization and operation designed to support weapon systems during war-time. This system is identified as restructured general support (RGS) maintenance. Appendix C contains a listing of the units in the COSCOM as outlined in this manual.

1-2. Scope

a. This manual describes the COSCOM headquarters; units employed with the headquarters; responsibilities of the headquarters; and, relationships between corps headquarters, COSCOM headquarters, major subordinate headquarters, and supporting COMMZ organizations. This manual also describes the major subordinate organizations within the COSCOM and the systems or methods through which they provide combat service support to the corps. Some major changes detailed in this document which were not included in FM 54-3 and FM 54-4 include:

(1) The establishment of the Materiel Management Center (MMC) at the COSCOM. The MMC consolidates the functions of maintenance and supply management.

(2) The establishment of the assistant chief of staff (ACofS), materiel. The ACofS, materiel, consolidates the functions of maintenance and supply.

(3) The establishment of a logistic readiness office reporting directly to the command group at the COSCOM on the logistics readiness of the command and the force supported.

b. This manual applies to:

(1) General war, to include consideration of the employment of and defense against chemical and nuclear weapons and defense against biological agents and weapons.

(2) Limited war.

(3) Cold war, to include stability operations.

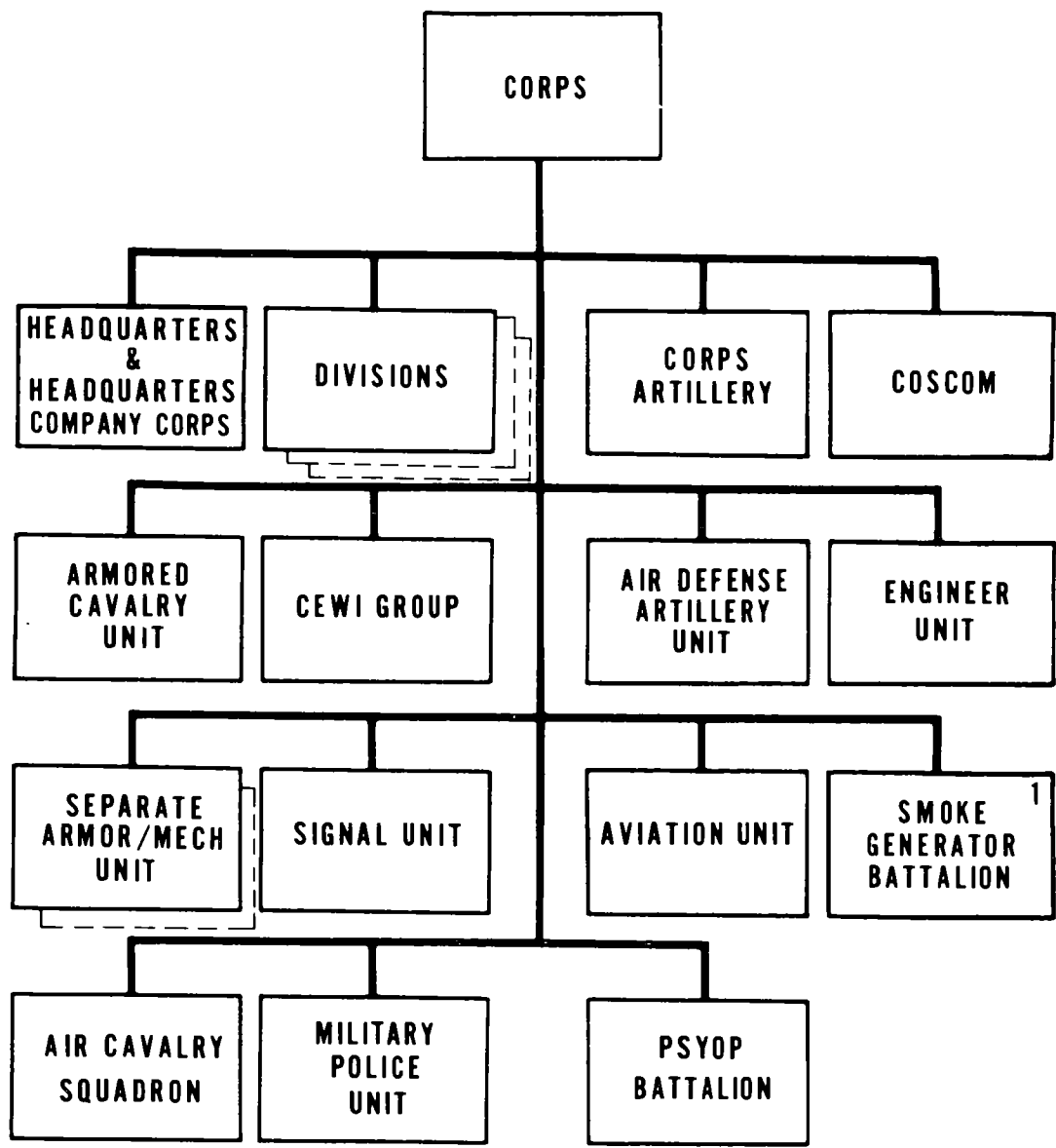
c. The combat service support doctrine presented in this manual requires the availability of automatic data processing systems (ADPS) and associated communications systems to permit its full application. Many of these items are under development; therefore, those tasks described in the manual to be performed by ADPS require a transition period during which current methods will be replaced as equipment becomes available.

1-3. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and permit complete evaluation. Comments should be prepared using DA Form 2028 (Recommended Changes to Publications and Blank Forms) and forwarded direct to Commander, US Army Logistics Center, ATTN: ATCL-CDL, Fort Lee, Virginia 23801. Originators of proposed changes that would constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commander, US Army Training and Doctrine Command (TRADOC), Fort Monroe, Virginia 23651, to facilitate review and followup. ★

1-4. Basic Characteristics of the Corps

A corps, the largest combat organization capable of sustained administrative, logistical and tactical operations, directs the combat operations of its assigned forces and provides them with combat support and combat service support (fig 1-1).



1. Assigned or attached as required.

NOTE: Command structure of subordinate units is not rigid; ie., brigades may be replaced by groups depending on the magnitude of mission requirements.

★ Figure 1-1. Representative corps.

a. Composition. A corps consists of a headquarters; a COSCOM, to which a variable number of nondivisional combat service support units are assigned; and, a variable number of divisions, normally two to five and two-thirds, and other combat and combat support troops. The principal influences on the composition of the corps include the mission, enemy, terrain, and constraints such as stockage levels, evacuation policy, and availability of forces. For detailed discussion of organization, see FM 100-15 (Test).

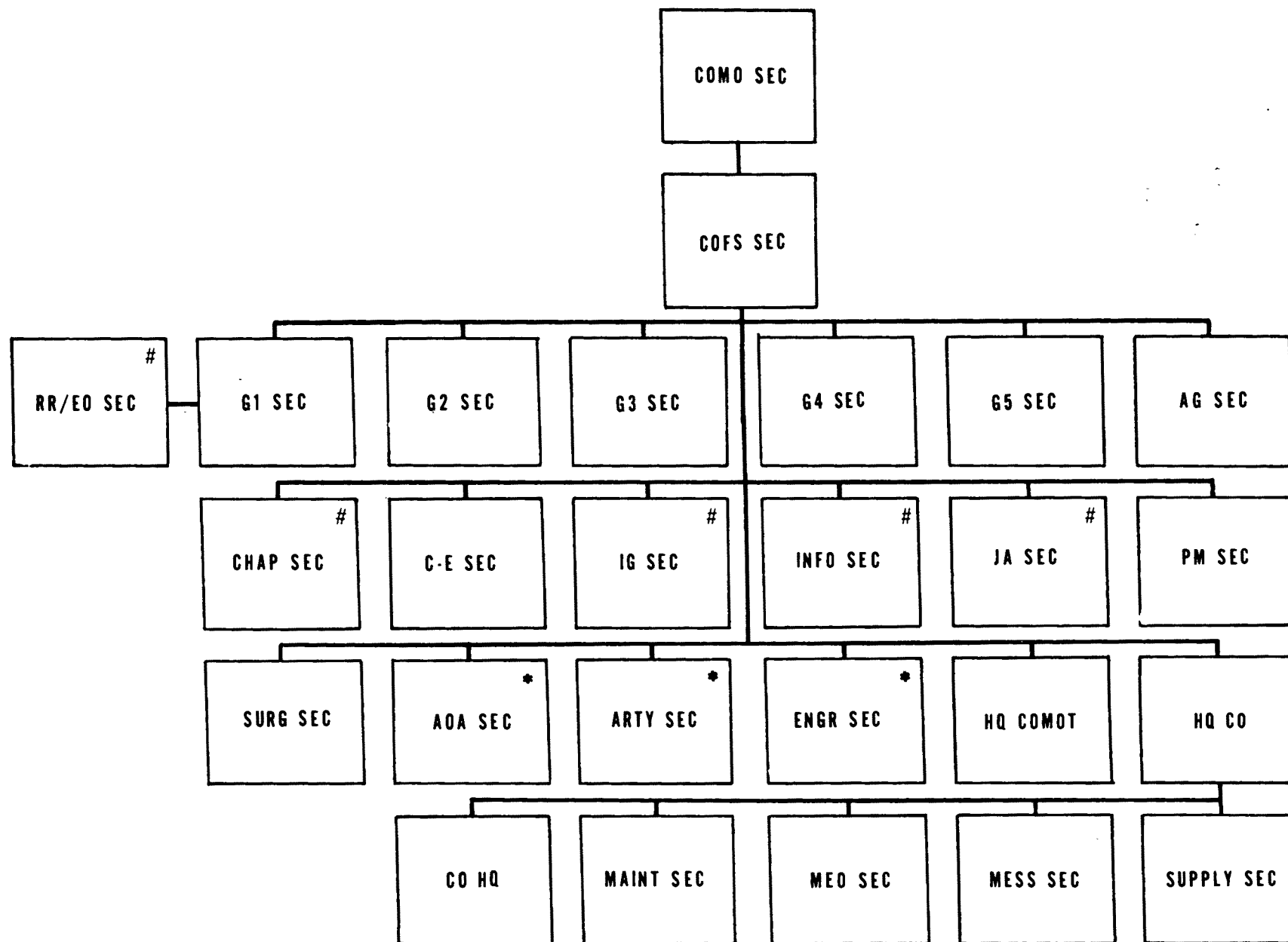
b. Responsibility. The corps will operate under the operational command of a unified or combined command, or, under a numbered Army during unusual circumstances. The theater army will exercise command, less operational command, over the corps and normally will provide administrative and logistical support to the corps. A corps commander is responsible for both the tactical and the administrative operations of the corps. The corps commander is responsible for providing combat service support to US Army forces and, in accordance with agreements and as directed, to other US and allied forces and civilians in the corps area. The corps commander and major subordinate commanders have territorial responsibility, including planning, coordinating, and executing rear area protection (RAP) activities.

(1) Under the EAD concept, the RAP mission

is assigned to the COSCOM. RAP mission responsibilities are assigned to the support groups.

(2) The COSCOM receives mission type orders from the corps.

c. Staff. The corps headquarters includes general, special and personal staff officers (fig 1-2). The corps general staff includes G-1, personnel; G-2, intelligence; G-3, operations; G-4, logistics; and G-5, civil-military operations (CMO). The corps special and personal staffs include the surgeon, field artillery officer, chaplain, information officer, inspector general, provost marshal, aviation officer, air defense officer, engineer officer, adjutant general, staff judge advocate, communications-electronics (C-E) staff officer, headquarters commandant, and Race Relations/Equal Opportunity (RR/EO) officer. These officers have staff responsibility for activities in their areas of interest throughout the corps. In connection with combat service support operations, they assist by developing broad plans and policies, recommending priorities, maintaining liaison with the COSCOM staff, insuring that approved courses of action are being followed, and by making recommendations for necessary changes in policies, plans, and priorities. Their relationship with the COSCOM staff concerning combat service support operations is essentially the same as their relationship with the division staffs concerning tactical operations.



DIRECT ACCESS TO COMMANDER, AS A PERSONAL STAFF OFFICER; AS REQUIRED.

* PERSONNEL AND EQUIPMENT PROVIDED FROM OTHER TOE.

Figure 1-2. Corps headquarters.

★ 1-5. Basic Characteristics of the COSCOM

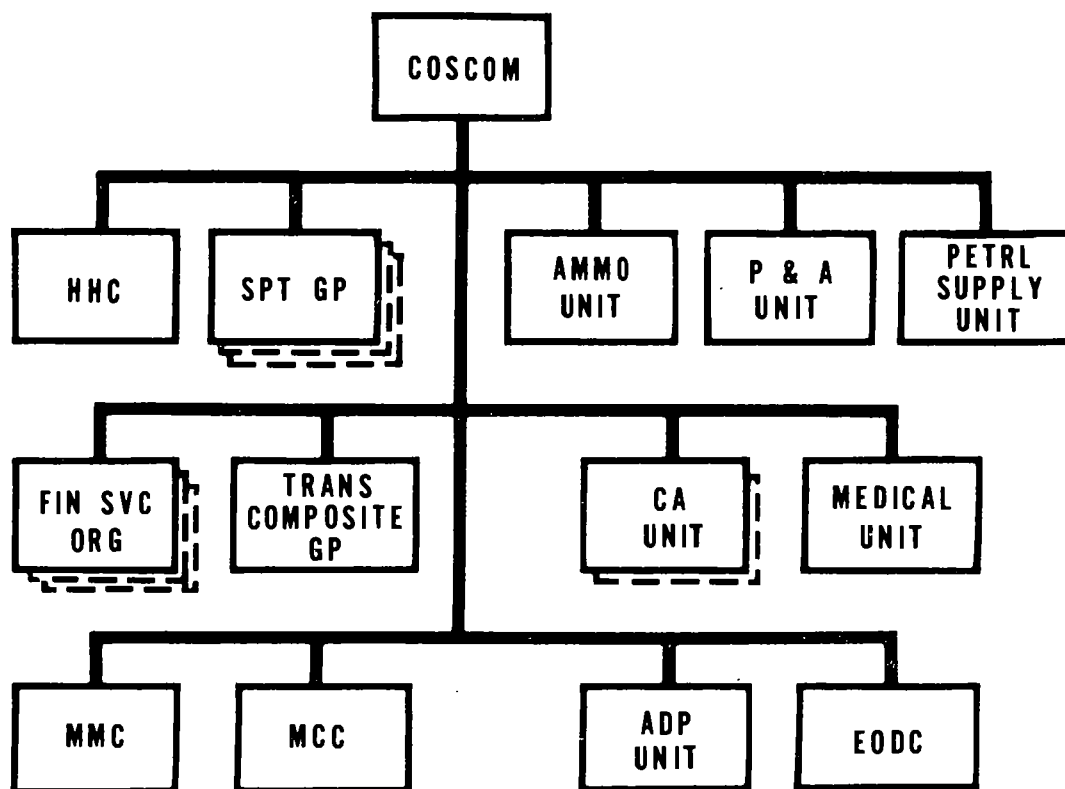
a. *Organization.* The COSCOM is designed to support a corps which is composed of a headquarters, a variable number of combat, combat support, and combat service support nondivisional units, and two to five and two-thirds divisions. The COSCOM shown in figure 1-3 is organized to support a corps that includes four divisions. The organization can be structured to support a larger corps by adding more combat service support organizations. These organizations are formed

using TOE company- or detachment-size elements, including headquarters, as building blocks (chap 3). They are based on quantitative workloads, which are expressed as:

- (1) Personnel to be supported
- (2) Equipment to be maintained.
- (3) Tons to be handled or moved.
- (4) Civilian populations and resources to be considered.
- (5) Personnel and units to be moved.

b. *Functions.*

(1) Functions that COSCOM may perform include:



NOTES:

a. Command structure of the subordinate units is not rigid, i.e., groups will become brigades or brigades will be replaced by groups depending on the magnitude of the mission requirements.

b. Company, battalion, or group sized organizations are assigned to the subordinate commands to tailor the support capability to meet the corps force requirements.

LEGEND

— INDICATES A VARIABLE NUMBER OF ASSIGNED ORGANIZATIONS

★ Figure 1-3. Organization of corps support command (COSCOM).

- (a) Personnel and administration.
- (b) Finance (DS).
- (c) Maintenance.
- (d) Transportation.
- (e) Petroleum supply.
- (f) Supply, maintenance, and field services.
- (g) Movement control.
- (h) Ammunition.
- (i) Civil affairs.
- (j) Health services.
- (k) Communications-electronics.
- (l) Military Police.*
- (m) RAP.
- (n) EOD services.

*Note. Normally military police services are provided directly by corps (FM 100-15 (Test)).

(2) Combat service support functions that COSCOM does not perform include: Engineers services except installations support consisting of engineer repair and utilities, firefighting and real estate services in the combat zone. For additional details see paragraphs 12-15 through 12-19.

c. *COSCOM Commander.* The COSCOM commander is a major subordinate commander to the corps commanding general as are the division commanders. He provides combat service support to all corps elements in support of tactical operations. In performing his mission, he relieves the corps commander and staff of detailed planning and operational responsibilities in combat service support and in RAP. Thus, the corps commander and his staff can concentrate on the tactical mission and on long-term planning. The COSCOM commanding general, assisted by his staff, commands and controls his subordinate units in all their activities.

d. *COSCOM Staff.* The COSCOM headquarters staff includes seven general staff sections: personnel; comptroller; civil-military operations (CMO); security plans, operations and intelligence (SPOI); services; materiel; and transportation. The headquarters also includes special and personal staff officers including technically-oriented staff personnel who are integrated into the general staff sections, as required.

e. *Methods of Providing Support.* Combat service support is provided by the COSCOM, the combat engineer unit, the signal unit, and the MP unit.

(1) *COSCOM support.* The COSCOM provides combat service support primarily through two types of major subordinate elements: corps-wide service organizations and support groups/brigades.

(a) *Corps-wide services.* The COSCOM

health services, personnel and administration, transportation, ammunition, petroleum, and civil affairs units provide corps-wide services. These organizations are flexible and will be tailored to satisfy requirements of the corps.

(b) *Support groups.* Support groups are flexible organizations that provide supply, maintenance and field services, on an area basis, to units located in the corps rear area. Support groups located in the forward portions of the corps rear area also provide general support and back-up direct support to divisional units. All support groups have attached rear area operations support centers (RAOSC) to plan for and conduct RAP operations in their designated areas of responsibility (chap 3).

(2) *Engineer and signal support.* The engineer and signal units, directly subordinate to the corps headquarters, provide corps-wide engineer and signal services, except communications security (COMSEC).

(3) *Military police support.* The military police group/brigade operates directly subordinate to corps headquarters and provides corps-wide services such as traffic control, control of enemy prisoners of war and civilian internees/detainees, confinement of military personnel, and enforcement of law and order. The MP unit may be assigned directly to the COSCOM.

(4) *Personnel and administration support.* The personnel and administration battalion, subordinate to COSCOM headquarters, provides P&A services on an area basis to all nondivisional units excluding separate brigades. Separate brigades provide their own P&A services.

1-6. Rear Area Protection (RAP)

a. RAP includes all actions taken to counter enemy threats to units and to reduce damage to activities and installations in the rear area. RAP includes those actions taken before, during, and after attacks to avoid or reduce the effects of enemy actions, major accidents, or natural disasters. RAP specifically includes consideration of political actions taken before, during, and after the creation of a threat.

(1) RAP includes the separate and specific actions of rear area security and area damage control.

(2) RAP potential pertains to those elements of combat support and combat service support units designated to perform a secondary mission of RAP.

b. The COSCOM is responsible for RAP activi-

ties within the corps rear area (CRA). The CRA extends forward to the division rear boundaries and rearward to the corps rear boundary.

c. The support groups are the assigned COSCOM elements having RAP responsibilities for the corps rear area. Each support group has an attached rear area operations support center (RAOSC), that:

(1) Identifies RAP potential and organizes all forces, plans for their employment, and trains and controls them when activated.

(2) Collects, collates, and disseminates information pertaining to operations in the assigned area.

d. The RAP support centers function under the staff supervision of the S2/S3 of the support group to which they are attached. Overall staff supervision for RAP activities is exercised by the COSCOM ACofS, Security, Plans, Operations, and Intelligence.

e. FM 31-85 and chapter 13 provide additional details on the RAP concept, organization, and operations.

1-7. Base Defense

Base defense, which employs many of the RAP techniques and procedures, consists of local military measures required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base. FM 100-20 and JCS Pub 2 contain further information on base defense operations.

1-8. Impact of Hostile Use of Nuclear, Biological, and Chemical (NBC) Weapons

a. *General.* The combat service support system described herein is designed to operate under the threat of, or actual use of nuclear, biological, and chemical (NBC) weapons. The system represents a combination of dispersed units, dispersed stocks, and responsive command structures. Large combat service support installations become prime targets for nuclear attack. The relatively large numbers of personnel needed to operate such installations may also constitute targets for biological or chemical attack. Careful planning keeps the size of combat service support installations to the minimum necessary to permit mission accomplishment. Such planning also includes measures to provide the flexibility necessary to support the tactical forces under any type of attack. FM 3-1 contains detailed information pertaining to the impact of enemy nuclear, biological, and chemical weapons on the combat service support system.

b. *Flexibility.* To provide effective support under the conditions imposed by enemy NBC capabilities, combat service support organizations and systems must be flexible. The flexibility depends on adequate communications and on adequate numbers of properly located and dispersed installations and selective force structuring. Emphasis is on maintaining the flow of supplies rather than on stockpiling supplies. Sufficient amount of essential stocks, however, are maintained near anticipated points of consumption to permit continued operation when normal supply channels are interrupted.

c. *Alternate Channels and Facilities.* Combat service support plans must provide for alternate channels and resources for each type of support. Dispersal of any support element (units, equipment, facilities, installations) will minimize destruction of the capability by one attack. Support elements should be dispersed and duplicated to the degree that enemy capabilities dictate and the resources permit.

d. *Specific Effects on Support Functions.* The threat of such weapons requires provision of appropriate countermeasures in all planning. In addition to immediate casualties and other damage, enemy use of nuclear, biological, or chemical weapons produces specific and far-reaching effects on combat service support functions.

(1) *Supply.* Reducing the vulnerability of supply operations requires dispersion (both in transit and in storage), protective packaging, cover, and rapid relocation. Supplies exposed to contamination are monitored and decontaminated as necessary before use or issue. Class I supplies and water suspected of any form of contamination require special attention.

(2) *Maintenance.* Frequent movement of maintenance units and facilities may be required. However, movement reduces the time available for maintenance and requires the evacuation of more maintenance work to the rear. Using units are responsible for monitoring and decontaminating their equipment to the extent practicable before turning the items in for maintenance. When contaminated equipment or equipment suspected of being contaminated requires maintenance, the maintenance unit inspects and decontaminates it before undertaking its repairs.

(3) *Health services.* Large increases in casualties may result from nuclear, biological, or chemical attack and cause great disparities between medical resources and the medical workload. Under such circumstances, medical elements may require additional patient evacuation assistance

from other organizations. Medical sorting and triage becomes increasingly important and priorities for treatment and evacuation are established to assure medical care of the greatest benefit to the largest number of personnel.

(4) *Construction.* Protective features are needed in communications facilities, headquarters, and other critically important installations. Many facilities may be damaged and contaminated. In such instances, construction of new facilities may be easier and less time consuming than the decontamination and rehabilitation of damaged facilities.

(5) *Transportation.* Establishment of alternate modes and routes for supplies and for other essential traffic is of great importance. Detours and rerouting, however, will increase mileages

and time-length of motor transport elements. The motor transport capability, therefore, may be reduced. Routes and use of the highway net are controlled by COSCOM highway traffic headquarters.

(6) *Personnel and movements control.* Enemy employment of nuclear, biological, and chemical weapons increases problems of traffic control, evacuation of personnel (patients, civilians, enemy prisoners of war, civilian internees/detainees), refugee control, and security of critical installations. Contamination of areas, facilities, and traffic routes results in confusion and decreased control. It also imposes heavy demands for restricting areas and routes and collecting military personnel for return to their units.

CHAPTER 2

CORPS SUPPORT COMMAND HEADQUARTERS

Section I. GENERAL

2-1. Mission and Functions

a. Mission. Corps support command (COSCOM):

(1) Commands, controls, and supervises all assigned and attached units.

(2) Plans for and directs the provision of combat service support (less engineer, communications security (COMSEC) logistics, signal and military police services) through its functional control centers and subordinate operating commands, to Army forces in the corps area and to other forces, as designated.

(3) Plans, coordinates, and supervises physical security of COSCOM installations and rear area protection (RAP) activities within the corps rear area.

(4) Provides staff advice and planning assistance to the corps commander and his staff on combat service support activities.

(5) Provides general support (GS) supply, maintenance, field services, transportation and medical support to divisional units; and, provides direct support (DS) and general support (GS) for the above services with the addition of finance and personnel services to nondivisional units within the corps area.

(6) Provides DS and GS supply and maintenance of ammunition for the corps.

(7) The COSCOM headquarters has an additional mission of supporting a corps rear command post. Seventy-five personnel and the necessary equipment are identified in the corps headquarters and headquarters company TOE to provide a nucleus for command post reconstitution if required, stay abreast of the tactical situation, and provide an additional capability of a rear area tactical staff to cope with RAP mission requirements when major tactical units are required to assist in implementing the RAP mission.

b. Capabilities. COSCOM headquarters:

(1) Provides command, control, administration, and supervision for assigned and attached units.

(2) Develops detail plans and policies for combat service support to corps units and other units, as designated.

(3) Determines combat service support

requirements for the units supported and recommends priorities and allocations to corps headquarters.

(4) Coordinates and exercises management control over combat service support activities of its subordinate commands.

(5) Develops and provides policies, guidance, priorities, and allocations to subordinate commands.

(6) Plans, coordinates, and supervises physical security of COSCOM installations and RAP activities within the corps rear area.

(7) Coordinates combat service support requirements with the Theater Army Headquarters MMC for TA command-controlled items and the NICP, as appropriate.

(8) Passes requirements for back-up combat service support to the TAHQ.

(9) Advises the corps commander and his staff on matters falling within the COSCOM areas of responsibility.

2-2. Size and Location

A representative COSCOM, as depicted in figure 1-3, includes necessary personnel plus the installations, equipment, and facilities needed to provide combat service support to the size force being supported.

a. The COSCOM headquarters, with its functional control centers, normally is located in the corps rear area. A close relationship exists between corps main headquarters and COSCOM headquarters. Therefore, they should be within reasonable surface travel distance of each other.

b. The COSCOM complex is the largest in the corps rear area and requires proper use of dispersion, cover, and concealment. The factors to be balanced are successful mission accomplishment and the risk that is acceptable in view of enemy capabilities.

2-3. Command Relationships

a. With Corps. The COSCOM is a major subordinate command of the corps. The corps headquarters develops broad, long-range plans for the combat service support of anticipated tactical operations and issues mission-type orders to the COSCOM. The COSCOM headquarters:

(1) Develops detailed plans, policies, and

directives for combat service support in conformance with corps policies, priorities, directives and guidance.

(2) Performs assigned missions.

(3) Is on the same command level as a division.

b. With Supported Divisions and Nondivisional Units. Its relations with supported units is one of service, cooperation and assistance. Neither the supporting or supported commands exercises authority over the other in performance of their respective missions.

c. With CORPS Engineer, Signal and Military Police Services. COSCOM construction, communication and military police support are referred to corps. Corps priorities established for these services are the basis for mission-type orders that engineer, signal, and military police units will perform in support of COSCOM.

d. With Elements of the TAHQ. The COSCOM headquarters maintains a close working relationship with elements of the TAHQ regarding or in implement corps policies. COSCOM functional control centers place requirements directly on their counterpart centers in the TA MMC and MCC. Coordination of interzonal movements of replacements, units, and supplies requires placement of liaison personnel from the TAHQ at critical control points within the corps.

e. With the US Army Security Agency. The US Army Security Agency (USASA) support of COSCOM operations is provided as arranged by corps headquarters. These arrangements may include support of COSCOM signal security, electronic warfare, civil-military operations (CMO), stability and/or RAP operations.

f. With Other Services, Other National Forces, Host Nations, and Host Nation Military Organizations. Within corps policies, the COSCOM, through its coordinating staff, establishes and maintains necessary working relationships with

other Services, national forces, and civilian authorities in the corps area. Combat service support is furnished to or required from other services, host countries, etc., in accordance with inter-service and international agreements.

g. With Subordinate Commands. On command and policy matters, relations with subordinate commands are through command channels. The staff maintains informal liaison directly with the coordinating staffs of subordinate commands on technical matters. Within the policies established by the COSCOM commander, the principal staff officers exercise supervision necessary to assure compliance with those policies.

h. With Functional Control Centers. The COSCOM assistant chiefs of staff for materiel and transportation provide staff supervision to the COSCOM materiel management center (MMC) and the movement control center (MCC). The COSCOM coordinating staff must coordinate directly through the COSCOM MCC and MMC on all matters concerning the functional control centers of higher and lower echelons.

i. With Intelligence Units at Corps, Theater Army Commander (TAACOM) and TAHQ. The ACofS Security, Plans, Operations and Intelligence (SPOI) coordinates intelligence and initiates requests for intelligence support with the intelligence units at corps, TAACOM, and TAHQ.

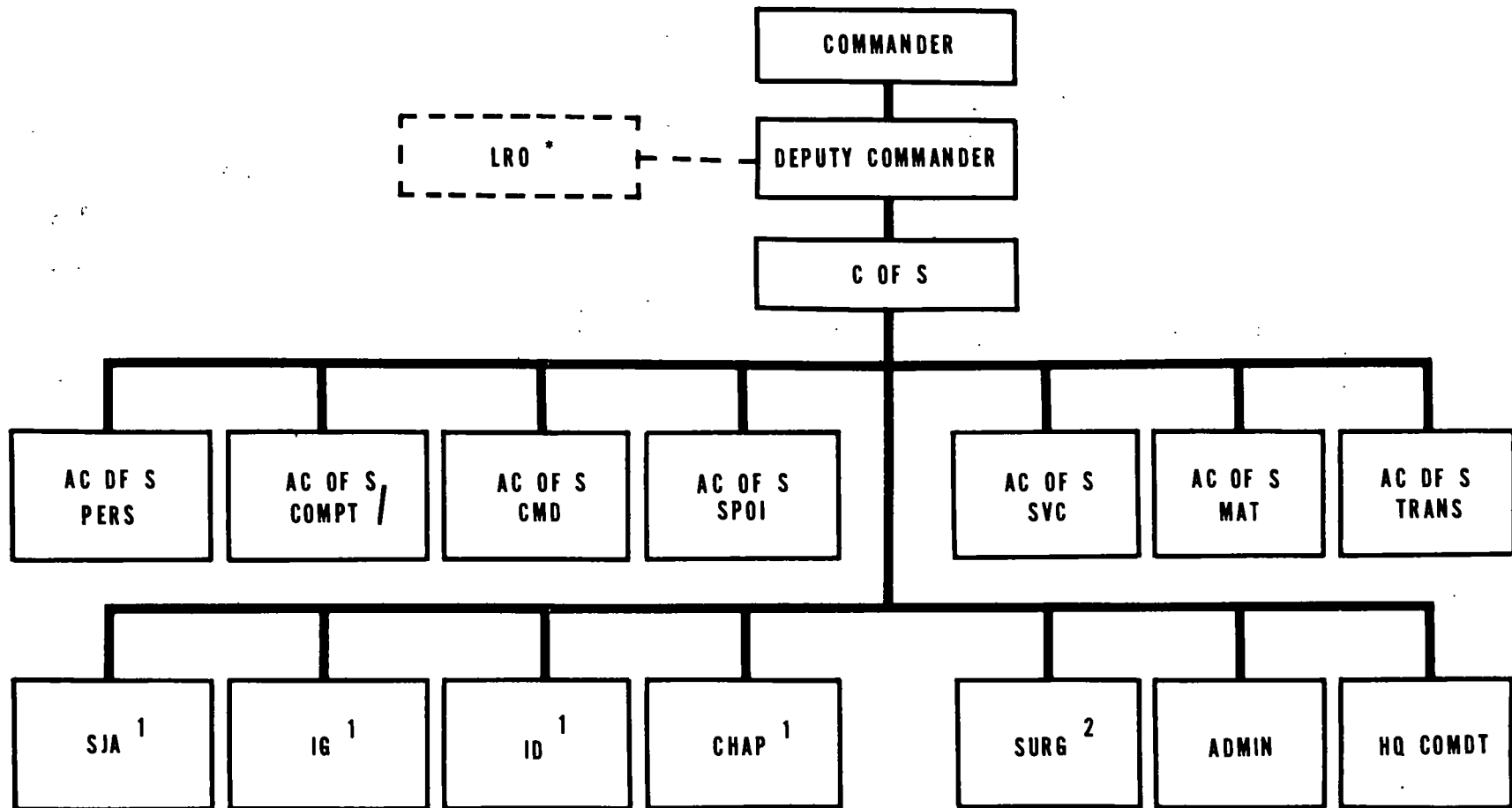
j. With National Inventory Control Points (NICP). The COSCOM deals directly with the NICP for requisition supply flow for all items except those controlled at TA MMC. Coordination is effected for movement of supplies from CONUS theater-oriented depots complexes through the POD and APOD to final destination. Materiel requiring depot level maintenance support is classified, reported to the appropriate NICP, and evacuated to a designated theater-level repair facility or to CONUS.

Section II. OPERATIONAL CONCEPTS

2-4. General

TOE 54-22 provides the organization for the COSCOM headquarters (fig. 2-1). This headquarters has a coordinating staff, and small special and personal staffs, which includes the staff judge advocate (SJA), inspector general (IG), information officer (IO), chaplain, administration officer, surgeon, and the headquarters commandant (para 2-13). The staff officers advise the COSCOM commander in their specialized fields, make recom-

mendations based on their detailed knowledge of these fields, and provide staff advice to subordinate units. Orders and direct instructions for subordinate units of the command are issued by authority of the commander. The coordinating staff includes the chief of staff (CofS), ACofS for personnel; comptroller; civilmilitary operations; security, plans, operations and intelligence; service; materiel; and, transportation. The chief of staff and staff officers or ACofS's functions are described in FM 101-5.



* Deputy Commander also serves as LRO. He may also serve as Corps LRO.

¹ Direct access to the commander as a personal staff officer.

² Provided by supporting medical operating command.

AUGMENTATION

Figure 2-1. Representative Coscom Headquarters Staff.

Figure 2-1. Representative COSCOM headquarters staff.

2-5. Operations

COSCOM headquarters performs the normal staff functions of a higher headquarters, such as development and provision of policies, planning guidance, priorities, and allocations to its subordinate commands, and reviews the plans of its subordinates. COSCOM headquarters develops corps-wide plans for combat service support to include estimates and analyses based on the corps commanders guidance and the corps G4's estimates. It also computes overall combat service support requirements for the corps; manages the corps reserve stocks; coordinates movements and direct distribution with elements of the TA MMC, TA MCC and the NICP's at national wholesale levels; develops and manages the plan for maintenance support; balances resources; and coordinates personnel records, management, and pay activities of COSCOM and other nondivisional units to include theater army and TAACOM units assigned or attached in the corps zone. COSCOM headquarters accomplishes much of its centralized control, evaluation, and management through its two functional control centers: materiel management and movement control. Chapters 2, 7, and 8 contain a detailed discussion of the organization and operation of these functional control centers.

a. Personnel—Duties. Duties of personnel are not necessarily limited to the MOS descriptions contained in AR 611-101 and AR 611-201. In many cases, personnel reflected in the TOE perform functions which are beyond the specialized duties reflected in their MOS descriptions. In the Materiel Section for example, personnel with maintenance or supply MOS become materiel managers, having both supply and maintenance responsibilities. Considering the training and experience of senior officers and noncommissioned officers, this should not be a problem and now becomes normal operating procedure. MOS included in the TOE provide a variety of specialized skills and experience within the total organization. For example, the electronics maintenance type in the aircraft/electronics branch of the ACofS materiel section would provide advice and assistance to other elements as a matter of normal procedure in addition to his primary duties as a materiel manager.

b. Command Section. The COSCOM commander commands all assigned and attached units (para 1-5c). The Deputy COSCOM Commander, is the COSCOM Logistics Readiness Officer and may be the Corps Logistics Readiness Officer when authority is delegated.

c. Chief of Staff Section. The COSCOM Chief of Staff coordinates activities of the general and special

staff. In addition, he is responsible for the management information systems and functions (AR 18-1 and para 2-13j).

2-6. ACofS, Personnel

a. The ACofS, personnel, assists the commander and staff by exercising his responsibilities in the administration and management of individuals under US military control. He advises other staff officers and assists them in handling personnel problems in their particular functional areas. Functional areas summarized below are described in more detail in FM 101-5.

b. The ACofS, personnel:

(1) Collects, prepares, and presents command strength status of personnel in the command.

(2) Maintains continuous personnel loss estimates and obtains summarized personnel information for COSCOM headquarters' use in preparing support plans. He recommends individual replacement allocations and priorities, less medical, for COSCOM units.

(3) Determines the availability of unit replacements, requisitions units (in coordination with the ACofS, security, plans, operations and intelligence (SPOI)), and handles administrative processing.

(4) Develops personnel plans, programs, and policies, including procurement, classification, reclassification, assignment, transfer, rotation, appointment, promotion, demotion, separation, discharge, elimination, retirement of personnel and memorial activities.

(5) Collects and processes personnel management information for use in the decision making process within the command.

(6) Collects, protects, processes, evacuates, treats, utilizes, disciplines, educates, and repatriates prisoners of war and civilian internees.

(7) Evaluates the use of available manpower and develops policies and standards.

(8) Provides leave, rest and recreational facilities; recreation services, promotion of savings programs, housing, voting, postal, legal and welfare services.

(9) Provides headquarters management by supervising internal movement, arrangement, organization, security, and, operation of the headquarters to include allocation of shelter for headquarters troops and staffs.

(10) Establishes policies and criteria for management and operation of the personnel services center of subordinate commands.

(11) Develops and makes recommendations for the troop basis and modifications to tables of

organization and equipment (TOE) pertaining to units over which he exercises staff supervision.

(12) Coordinates and consolidates military and civilian labor requirements of the command and develops policies governing the use of auxiliary manpower, (Coordination with the ACofS, CMO, for indigenous manpower.)

(13) Provides liaison between the supporting personnel unit and individuals assigned to COSCOM headquarters.

(14) Coordinates race relations and equal opportunity programs (para 2-13j).

2-7. ACofS, Comptroller

a. The ACofS, comptroller, assists the commander and staff by exercising his responsibilities as the command's principal staff officer in matters pertaining to acquisition utilization of resources and the overall management of the command. Functional areas summarized below are described in more detail in FM 101-5 and FM 14-3.

b. The ACofS, comptroller:

(1) Obtains, administratively controls, and accounts for the funds with which the command's resources are acquired.

(2) Assists in the overall management of men, money, and materiel resources and facilities of the command.

(3) Performs reviews and analyzes systems, procedures, performance and organizational structures for the purpose of effecting management improvements.

(4) Services as the management consultant of the command.

(5) Exercises staff supervision over the finance support network (including the Finance Service Organizations) and related accounting functions of the command, resolves technical finance matters, and develops plans, policies, and programs for coordinated finance activities.

(6) Develops and makes recommendations for the troop basis deployment and utilization and modifications to TOE for units over which he exercises staff supervision.

(7) Responsible for the command internal review program.

2-8. ACofS, Civil-Military Operations

a. The ACofS, CMO, serves as the principal staff assistant to the commander in matters pertaining to the civil population and its government, economy, and institutions in the COSCOM area of operations.

b. The ACofS, CMO:

(1) Develops policies, plans and programs, and exercises staff supervision over military-civil operations, including political, economic,

sociological and psychological activities which impact upon the COSCOM operations.

(2) Supervises relationships between civil and military authority and insures that they are in consonance with treaties, agreements, customary international law, US policy, and guidance received from higher headquarters.

(3) Coordinates CMO matters with other staff sections and civil affairs (CA) units whose activities are of interest to the COSCOM.

(4) Provides for continual analysis of economic conditions in the area of operations and institutes needed controls to prevent interference with military objectives.

(5) Advises the commander, staff, and other commands on the status and activities of civilian organizations and population groups in the area and determines the impact of military operations on the political, economic, and sociological functions of the area.

(6) Negotiates and coordinates with agencies, individuals, and organizations of the indigenous government and US and allied agencies in joint or parallel functions.

(7) Develops and prepares planning guidance and policies for the implementation and coordination of CA activities within the COSCOM area of operations.

(8) Determines the availability and location of labor and materiel resources for the military forces.

(9) Maintains staff supervision over the CA brigade elements assigned to the COSCOM.

(10) Establishes procedures for the control and care of refugees, evacuees, and displaced persons.

2-9. ACofS, Security, Plans, Operations, and Intelligence

a. The ACofS, SPOI, develops policies, plans, and programs pertaining to command organizations, operations, and functions.

b. The ACofS, SPOI:

(1) Develops and maintains the troop basis and unit MTOE.

(2) Develops and coordinates command operations and administrative/logistics orders and plans.

(3) Develops policies, programs, plans for, and evaluates the status of the training in the command.

(4) Coordinates displacements of subordinate commands and location of facilities.

(5) Develops plans and policies for collection of intelligence/counterintelligence information, and the conduct of counterespionage, countersubversion, and countersabotage in coordination with the corps G2 and the corps military intelligence (MI) group

and disseminates intelligence/counterintelligence within the command.

(6) Develops policies and plans for RAP and physical security of COSCOM installations of the corps rear area, coordinates and supervises these activities, and forwards requirements for tactical and aerial and ground reconnaissance and surveillance support to corps. He monitors (through the support Group) those activities in the corps area that affect combat service support operations. He establishes and directs operations of the COSCOM rear area protection control center.

(7) Develops and makes recommendations for decontamination operations, to include the establishment of field decontamination stations, and provides nuclear, biological and chemical (NBC) advice as outlined in FM 3-1.

(8) Develops policies and plans for evaluating, presenting, and making recommendations for improvement of unit readiness of the command and maintaining cognizance thereof.

(9) Prepares communication-electronics policies, plans, and requirements for the command to include signal security (SIGSEC) and communications security (COMSEC) training (para 8-5g and 12-14).

(10) Coordinates the collection and distribution of weather data, as outlined in FM 31-3.

(11) Has staff responsibility for preparation of electronic warfare (EW) plans, annexes and training.

(12) Has staff responsibility for policies, procedures, and priorities for explosive ordnance disposal (EOD) services.

(13) Has staff responsibility for preparation of Operations Security measures.

2-10. ACofS, Services

a. The ACofS, services, develops policies, plans and programs, and exercises staff supervision over field services functions, including CBR decontamination, clothing and post exchange, food service and bakery, laundry, bath, clothing exchange, textile renovation, and memorial affair. Plans for the coordinates construction and real property maintenance, utilities and fire-fighting with the corps engineer command headquarters, and provides staff assistance as required.

b. The ACofS services:

(1) Develops the services portion of the command administrative/logistics orders and plans.

(2) Develops and makes recommendations for the troop basis and modifications to MTOE of service units.

(3) Develops and recommends priorities, in conjunction with other coordinating staff sections, for the services provided.

(4) Develops and coordinates requirements for real estate and field installations for the command and prepares recommendations for their allocation and use.

(5) The ACofS, SVCS prepares and monitors food service programs for the command. Food service is provided as technical advice in the proper method of food preparations. Changes to equipment used in food preparation are recommended by the ACofS, SVCS.

(6) Develops policies and plans for provision and location of laundry and bath facilities, frequency of usage, and criteria for establishment of clothing exchange operations.

(7) Develops policies and plans for post exchange operations including locations, area coverage, and scope of operations. He makes recommendations pertaining to criteria and procedures for gratuitous issues as appropriate.

(8) Coordinates engineering service requirements for COSCOM with corps headquarters G4.

(9) Provides CBR advice as outlined in FM 3-1.

2-11. ACofS, Materiel

a. The ACofS, materiel, develops policies, plans, and programs and coordinates and supervises supply and maintenance activities (excluding medical and COMSEC) including salvage and property disposal.

b. The ACofS, materiel:

(1) Develops the supply and maintenance portions of the command administrative/logistics order.

(2) Exercises operational control over the MMC and establishes policies and criteria for management and operation of the MMC.

(3) Establishes supply levels based on directives of higher headquarters and prescribes maintenance standards for inspection of materiel.

(4) Recommends allocations and criteria for controlled items in accordance with priorities.

(5) Determines supply requirements for the corps.

(6) Balances supplies among support units in consonance with requirements of the tactical situation.

(7) Develops policies, plans, and procedures for balancing maintenance resources, as required, and for providing technical assistance and information of maintenance units.

(8) Coordinates and supervises procurement to insure compliance with policies of higher headquarters.

(9) Develops policies, plans, and criteria for the operation of scheduled supply or automatic

resupply, as appropriate, and supervises this operation.

(10) Coordinates throughput distribution policies and criteria with the ACofS, transportation, COSCOM headquarters, and with appropriate coordinating staff sections of TA HQ and the NICP's.

(11) Reviews current and projected supply requirements and maintenance resources to determine what portion of supply requirements can be met through repair and return the stock of repairable assets; establishes maintenance priorities and programs for repair of materiel; and coordinates supply plans to insure the timely availability of repair parts, components, and assemblies for scheduled maintenance programs.

(12) Reviews supply activities on the basis of summary management reports to evaluate efficiency of supply functions and to insure that supply policies, plans, and programs are effective.

(13) Develops policies and plans for evaluating, presenting, and making recommendations for improvement of both the status and awareness of materiel within the command.

(14) Reviews summaries of equipment improvement recommendations and develops recommendations, policies, and plans to insure corrective action.

(15) Develops policies and guidance for the establishment of uniform procedures for the collection, analysis, reporting, and presentation of materiel management information and for the purposes of The Army Maintenance Management System (TAMMS).

(16) Reviews and recommends approval of supply procedures—requisition, issue, storage, quality surveillance, accounting, and modifications thereto.

(17) Develops policies and plans for the collection and evacuation of materiel to include evacuation instructions and condition standards.

(18) Develops and promulgates criteria and processing procedures for emergency requisitions.

(19) Reviews and approves proposed stockage lists and policies, less medical, for subordinate commands.

(20) Develops and promulgates criteria for determining requirements and consumption factors, analysis of demand data, and development of stockage lists.

(21) Develops and makes recommendations for the troop basis and modifications to MTOE's pertaining to supply and maintenance units.

(22) Develop and promulgates criteria and procedures to interface logistics requirements with the national level NICP to insure responsive availability of materiel.

2-12. ACofS, Transportation

a. The ACofS, transportation, develops and coordinates plans, policies, and programs for movement control, mode, and transportation terminal operations.

b. The ACofS, transportation:

(1) Develops the transportation portion of the command operation orders and plans.

(2) Directs and supervises the MCC and Transportation Movement Offices attached to COSCOM headquarters.

(3) Develops and makes recommendations for the troop basis and modifications to the MTOE pertaining to transportation organizations.

(4) Based upon COSCOM movements priorities, recommends allocations of transport capacity.

(5) Develops policies and criteria for the activities of highway traffic headquarters to include the traffic circulation plan and route classification. He reviews the traffic circulation plan and traffic control plan and recommends priorities for use of time and space on the controlled road network.

(6) Establishes policies and criteria for development of the movements control plan and program and coordinates throughput policies with the ACofS, transportation, TA HQ.

(7) Determines transportation requirements that fulfill COSCOM transport needs.

(8) Coordinates with the staff and operating elements of TA and TRANSCOM regarding policy for the employment of transportation, establishment of interrelated movement procedures, and coordination of movement plans in support of future operations.

(9) Coordinates with the COSCOM medical brigade surgeon on matters pertaining to transportation requirements for medical supply, patient evacuation when Army Medical Department (AMEDD) resources are insufficient.

(10) Coordinates with the ACofS, services, on matters pertaining to requirements for construction, improvement, or maintenance of transportation facilities.

(11) Coordinates with the ACofS Personnel on matters pertaining to personnel replacements.

(12) Coordinates with ACofS Materiel the throughput of materiel into the corps support area.

Section III. OTHER STAFF ELEMENTS

2-13. Personal and Special Staff

The personal and special staff of the COSCOM commander includes an information officer (IO), inspector general (IG), staff judge advocate (SJA) and other staff members such as the logistic readiness officer (LRO), chaplain, a headquarters commandant and a management information systems officer (MISO). The functions of the COSCOM special staff are summarized below.

a. The IO advises the commander on all aspects of command information and public information. He disseminates command information to appropriate information media; conducts a continuing public relations program to maintain understanding, good will, and support; and prepares the public information and command information portions of operation plans and orders.

b. The IG advises the commander on matters pertaining to the performance of mission; the state of discipline, efficiency, and economy; and other matters as the commander directs. He conducts inspections and investigations and recommends remedial action to correct deficiencies noted; receives, investigates, and reports on allegations, complaints, and grievances of individuals and agencies within the command; and advises the commander concerning the releasability of information from IG reports of inspection or investigation.

c. The SJA provides legal advice to the command, staff, and subordinate commanders. His detailed responsibilities are reflected in FM 101-5. The COSCOM SJA communicates directly with the SJA of superior and subordinate headquarters and exercises operational control of judge advocate general service organization (JAGSO) (TOE 27-500) teams when attached to COSCOM headquarters. The SJA develops and makes recommendations for the troop basis of JAGSO teams necessary to provide support for COSCOM troops.

d. The Logistics Readiness Officer (LRO) (Augmentation), reviews, analyzes, and provides readiness trends to the commander on units assigned and supported by the COSCOM. With the assistance of technical commodity-oriented inspection personnel, he provides assistance to subordinate commands. The COSCOM deputy commander is the LRO. The LRO serves as a focal point for logistic readiness within the command. The COSCOM LRO may be designated Corps LRO. His functions include:

(1) Recommending policies, procedures, and

corrective action to maintain a high state of readiness within the COSCOM.

(2) Reviewing and analyzing logistic readiness reports for accuracy and readiness indicators.

(3) Conducting inspections of materiel in the hands of troops to determine condition of materiel.

(4) Insuring that adequate emphasis is given to preventive maintenance.

(5) Coordinating logistic readiness matters with the general and special staffs, particularly with the ACofS, materiel.

e. The administration office is assigned operational and technical supervision responsibilities for certain administrative and personnel services within the headquarters. The functions of the administration office include:

(1) Provision of internal administrative services to the headquarters, including distribution center, reproduction facilities, central classified document control and repository, orders preparation and authentication, and library service for headquarters correspondence and publications.

(2) Coordination with the servicing Army Post Office for receipt and dispatch of headquarters official mail.

f. The Chaplain:

(1) Advises the commander and his staff on all matters of religion and morals and morale as affected by religion.

(2) Coordinates with the ACofS, personnel, the assignment, promotion, transfer, and replacement of subordinate unit chaplains and their enlisted assistants.

(3) Advises the commander and staff officers on the impact of religions of host country population, on the command mission and on US interests and objectives and participates in stability operations, as directed. The detailed responsibilities of the Chaplain are contained in FM 16-5 and FM 101-5.

g. Headquarters commandant and commander of special troops. The headquarters commandant performs the usual staff functions as outlined in FM 101-5 and commands the special troops.

h. The headquarters company commander:

(1) The headquarters company provides the command element for enlisted personnel of the headquarters and unit-level support of headquarters, to include mess and organizational supply and maintenance of most organic equipment. The company can operate a headquarters mess on a 24-hour basis. An executive officer and a first sergeant assist him. The company functions under the

operational control of the headquarters commandant.

(2) Special troops consist of personnel from other units or elements that may be assigned or attached for support of the headquarters (e.g., automatic data processing unit (ADPU), elements of the transportation car company, signal operations company).

i. The Management Information System Officer (MISO) reports directly to the Chief of Staff. He exercises staff responsibility for the automated management information system (MIS) of the command. This includes control of all data processing within the command to include the following functions:

(1) Serves as a member of the ADP working group.

(2) Serves as a single contact point within the staff agency for its functional information systems and related actions.

(3) Provides local command staff level supervision of DA and major command standard systems and local command unique systems within his functional responsibility.

(4) Combines functional and systems expertise to serve as a bridge between functional management and information systems support.

(5) Participates in feasibility determination.

(6) Formulates and validates statements of information requirements.

(7) Controls related regulations, directives and manuals.

(8) Minimizes turbulence caused by changing information requirements.

(9) Exercises operational control over the DPU.

(10) Develops ADP portion of administration orders, plans, etc.

(11) Is the COSCOM commander's advisor on MIS matters identified in the AR and other publications of the 18-series.

(12) Maintains the AMIS Configuration Management program for the command.

j. The liaison officer, although not a member of the special staff, is required to perform the following functions:

(1) Maintain continuity in the exchange of information and promote cooperation and coordination of effort by personal contact between COSCOM headquarters and their parent unit.

(2) Represent their own commands and commanders.

(3) Keep themselves informed of their own unit's situation and make this information available to the commander and staff of COSCOM.

(4) Make continuing reports on matters within the scope of their mission, keep appropriate records, and advise the commander of COSCOM on the contents of reports they send back to their own headquarters.

k. *Surgeon Section.* The COSCOM surgeon provides advice to the commander and his staff and assistance to supported and subordinate unit commanders on health services matters. He is authorized direct access to the COSCOM commander and staff on medical matters of command interest. He develops policies, plans and programs, and exercises staff supervision over health services functions. These include preventive, curative and restorative health measures; health-related research, evacuation of sick and wounded; medical supply and medical equipment maintenance; and medical, dental, and veterinary services. He exercises operational control over support command units providing health services support. He exercises coordination responsibility and maintains liaison with supported and supporting units. The surgeon section is organic to the medical brigade and it is attached to the COSCOM headquarters for operations. Resources for staffing this section may be drawn from the assigned medical operating command, if available. However, these resources must be responsive and responsible to the support command commander. A detail description of the surgeon's responsibility is contained in FM 8-10 and FM 101-5.

l. Although the Race Relations/Equal Opportunity (RR/EO) Branch is subordinate to the ACofS, personnel, the branch chief has direct access to the COSCOM commander on RR/EO matters. The RR/EO officer is responsible for the following. He--

(1) Administers the COSCOM race relations and equal opportunity programs.

(2) Advises the commander and staff, and assists subordinate organization commanders on matters pertaining to the programs.

(3) Conducts surveys and analyzes data to determine racial, ethnic, religious and other differences existing within the COSCOM.

(4) Assists commanders in solving problems, develops and conducts education and training programs, designs and conducts seminars and workshops to promote racial harmony.

2-14. Automatic Data Processing Center

A single automatic data processing center (ADPC) (TOE 29-550) is assigned to the COSCOM headquarters for the purpose of supporting all appro-

priate combat service support functions. It is directed by a management information systems officer (MISO). The MISO operates under the staff supervision of the COSCOM Chief of Staff. Personnel assigned to the ADPU operate the automatic data processing center (ADPC) and provide service to the various elements of the headquarters. The MMC, MCC, and Personnel Service Center (PSC) provide guidance to the ADPC on the type and frequency of reports required and instructions and parameters for routine functions and operations. The ADPC then can respond to queries and requests that fall within parameters and instructions provided without involving the functional control center in each action. Basic computer programs used by the ADPC are centrally-developed and maintain standard Army Management Information Systems such as the Standard Army Intermediate Level Supply (SAILS) system, Standard Installation/Division Personnel System (SIDPERS) and Standard Army Maintenance System (SAMS).

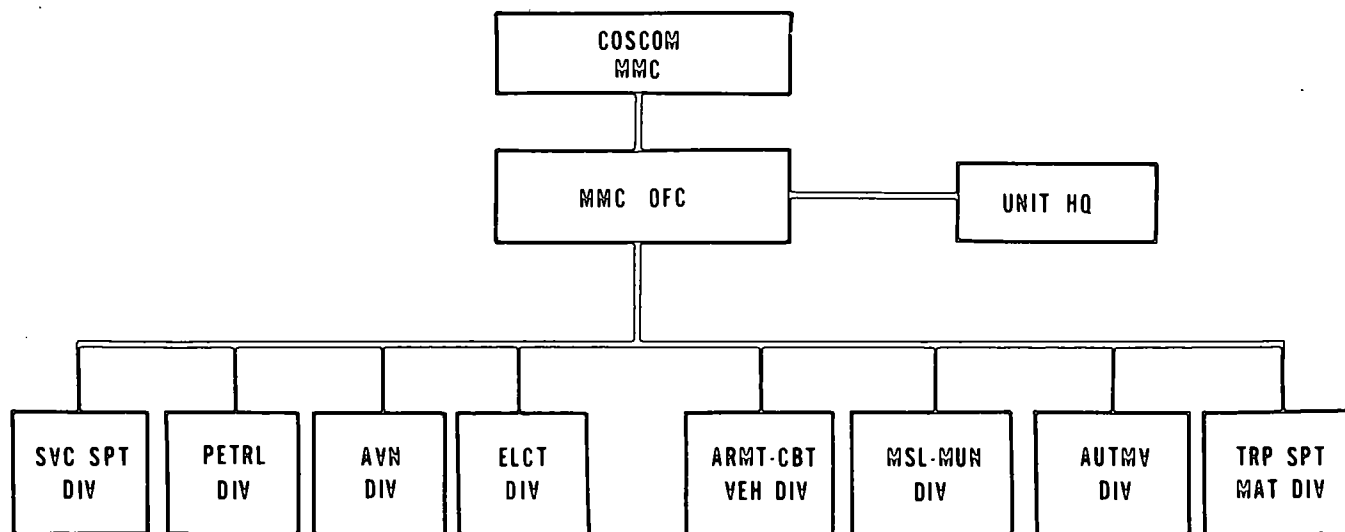
☆ 2-15. Functional Control Centers

a. *General.* The COSCOM has two functional control centers: Materiel management and movement control (fig 1-3). Each control center uses the computer capabilities of the ADPC that is assigned to the COSCOM headquarters, and each functions under the supervision of the appropriate coordinating staff. These control centers are the "management centers" for their respective functional areas. Control center personnel perform day-to-day planning for operations, implement

policies and plans for the coordinating staff, develop and apply operating procedures, make continuing analysis of operations, and recommend necessary corrective action to the appropriate staff element. They also develop portions of plans and programs, develop requirements, and make management decisions pertaining to daily operations. The centers perform these functions within the parameters of policies, plans, priorities and allocations that the COSCOM coordinating staff provides. The control centers maintain a close day-to-day relationship with the ADPC. Based on automated reports and data provided by the ADPC, these control centers exercise routine management of day-to-day activities. Medical organizations also will use the computer assigned to the COSCOM for medical logistical management. Matters of a critical or nonroutine nature and those requiring staff guidance or command decisions are referred to the appropriate COSCOM ACofS, who operates on a management-by-exception basis.

Note. Technically, the Personnel Service Center (PSC) in the P&A Bn is a functional control center. However, it is not an entity, but is composed of personnel from the P&A Bn. Also, it has no TOE as do the MMC and MCC. Therefore, it is not considered a control center in the COSCOM. See paragraph 4-4a for additional details on the PSC.

b. *MMC.* The MMC performs integrated supply and maintenance management, less medical and COMSEC, of all classes of supply and for all maintenance activities for which the COSCOM has jurisdiction and responsibility (fig 2-2).



□ Figure 2-2. COSCOM MMC.

(1) The MMC (TOE 54-23) functions as an extension of the office of the ACofS, materiel, COSCOM. The MMC consists of materiel management divisions which are aligned with those of the Theater Army Materiel Management Center (TAMMC) and the NICP. The center functions under the operational control of the ACofS, materiel, COSCOM and is commanded by the COSCOM Deputy ACofS, Materiel Management. Each division exercises total day-to-day integrated materiel management of assigned commodities.

(2) The MMC is organized with a materiel management center office, a unit headquarters, a service support division and contains seven materiel management divisions. Six of these divisions (aviation, electronics, armament and combat vehicle, missile and munitions, automotive, and troop support materiel) are arranged along functional lines with an attempt to align them as closely as possible with the CONUS-based Army Materiel Development and Readiness Command (DARCOM). The Troop Support Materiel Division manages supplies under the commodity manager-ship of the Defense Logistics Agency and General Services Administration, including subsistence and general and common materiel. The seventh materiel management division of the MMC is the Petroleum Division. The Service Support Division provides those services of a technical nature, less administration, common to all materiel management divisions. Each division chief is responsible for integrated materiel management of assigned commodities as determined by alignment with CONUS sources of support.

(3) A functional branch breakdown within divisions permits special management of major item supply, maintenance, and repair parts supply. Each peculiar repair parts supply branch of a division has a common repair parts supply expediter, who insures close coordination with the common repair parts supply branch of the materiel division. Individuals from the functional branches can be designated as a management team to combine supply, maintenance, and repair parts expertise for intensive management of a designated critical item.

(4) The MMC performs these functions:

(a) Directs storage and distribution.
 (b) Receives and processes requisitions from supported commands and other designated forces and activities and either passes requisitions to the CONUS wholesale level or directs issue from available stocks.

(c) Reviews and analyzes demands and computations of corps requirements for supplies,

equipment, and maintenance support.

(d) Evaluates the workload and capabilities of supply and maintenance units and cross-levels workloads or resources to achieve compatibility and maximum efficiency.

(e) Coordinates materiel maintenance priorities.

(f) Collects, sorts, and analyzes supply and maintenance data.

(g) Provides the ACofS, materiel, and the LRO, COSCOM, information on which to base studies, plans, procedures, directives, policies; estimates and other command actions.

(h) Initiates, within policies and directives of the COSCOM headquarters, action to fulfill supply and maintenance requirements by (1) requisitioning on the theater army MMC for TA critical items and the NICPs at national level for all others, (2) local procurement, and (3) redistributing supplies and maintenance assets.

(i) Approves, within established policies, additions to, or deletions from, stockage lists and adjustments to requisitioning objectives.

(j) Determines effects of new or modified supply and maintenance regulations and directives on the materiel management system.

(k) Coordinates, within policies and directives of the COSCOM headquarters, repair of materiel to support the supply system. Identifies and programs specific lines to specific activities for repair and return to supply.

(l) Provides personnel to make up the corps special ammunition logistical element (SALE).

(m) Provides exception data and reports and information on existing or potential problems to the ACofS, materiel, for resolution, guidance, or command decision.

(n) Provides guidance, through established command and staff channels, to subordinate maintenance units and supported commands on maintenance and evacuation priorities, procedures, and standards.

(o) Directs, in coordination with ACofS, materiel, controlled cannibalization of salvage/unserviceable equipment.

(p) Performs other materiel management tasks as directed by the ACofS, materiel, COSCOM. See paragraph 8-22 for additional details on the MMC.

c. *MCC*. Chapter 7 contains a detailed discussion of the operations and functions of an MCC.

2-16. Explosive Ordnance Disposal Center (EODC)

EOD service is provided the combat zone by con-

trol and disposal detachments. This service will be consistent with the policies and procedures of the assistant chief of staff (ACofS), security, plans, operations, and intelligence COSCOM. EOD service is requested through rear area protection (RAP) channels. The requirements are placed on the EOD control detachment, which, in turn, directs the appropriate disposal detachment to take necessary action. If necessary, priorities will be established in accordance with the policies of the ACofS, security, plans, operations, and intelligence (para 9-19, 9-20).

2-17. EOD Detachment (TOE 9-520)

a. *Function.* This detachment is responsible for:

(1) Performing final reconnaissance identification, rendering safe, recovery, evaluation, and disposal of US and foreign unexploded ordnance.

(2) Disposing of ammunition rendered hazardous by damage or deterioration.

(3) Providing technical assistance.

b. *Assignment.* This detachment is under the control of detachment KB on the basis of five detachments per one detachment GB per corps or one detachment GA per 30,000 troops, whichever is the larger allocation.

CHAPTER 3

SUPPORT GROUP

★ 3-1. General

Subordinate to the COSCOM are the corps support groups responsible for the maintenance, supply support and field services for the corps and its divisions. The group provides general support to divisions and separate brigades and direct and general support to nondivisional units. The corps support group is organized functionally as shown in figure 6-1.

a. Support operations, organization, and capabilities are composites of the combat service support activities performed by the separately organized units which may be assigned. These units are described below. In general, each of the several headquarters, detachments, companies, and cellular organizations are designed to perform a given workload in specific areas of combat service support. They are organized on a "building block" principle and normally are self-sufficient as separate TOE units. These separate units, or subelements, with proper adjustment to insure self-sufficiency, can be utilized to support forces of less-than-division size. Battalion, group, and brigade headquarters are added as the support force increases. All units also can be adjusted in size by reducing manning levels within TOE to ninety or eighty percent of full strength authorization. When a change is experienced in composition or terrain alignment of units supported, a corresponding change shall be made in the combat service support organization using the foregoing principles. The building block principle represents the general approach to be used by the troop planner in developing any combat service support troop list.

b. The corps support groups include separate direct and general support equipment maintenance units and two or more supply and service battalions. A representative five-division corps might have three support groups; two in the forward area and one to the rear.

c. The corps maintenance capability is provided by direct and general support maintenance battalions, normally three of each per group. The battalions are organized to support all types of combat equipment, to include wheeled and tracked vehicles, artillery, communications equipment, power generators, weapons and Army air-

craft. The number of units attached to battalions vary with the types and quantities of equipment to be supported.

d. Direct support maintenance battalions normally are assigned an area support mission and provide maintenance service to the units located within its assigned area. The combat divisions in the corps have an organic maintenance direct support capability and receive backup support from the group's maintenance battalions.

e. The support group located in the corps rear area has a separate general support aircraft maintenance battalion to provide for the overflow from the forward aircraft maintenance units.

f. The S&S Battalion is responsible for a broad range of supply and field services support. Supply activities include receipt, storage and issue of all classes of supply except class V (ammunition) and class VIII (medical materiel). Field services support includes laundry, bath, clothing exchange, bakery, clothing renovation, salvage and post exchange sales, and provision of general duty labor. The battalion is a flexible organization combining the types of direct and general supply support units required for accomplishing the support mission.

g. See chapter 8 for details of the petroleum supply battalion (8-5c, 8-5e, 8-8d).

3-2. Support Group Headquarters

a. Missions and Functions.

(1) *Mission.* The support group headquarters commands, controls, and supervises assigned or attached units employed for the provision of supply, maintenance and field services to specified forces.

(2) *Functions.* Support group headquarters:

(a) Commands and controls assigned and attached units. It exercises technical supervision over mission operations of subordinate units within parameters established by the COSCOM. It does not exercise those management functions performed by the MMC.

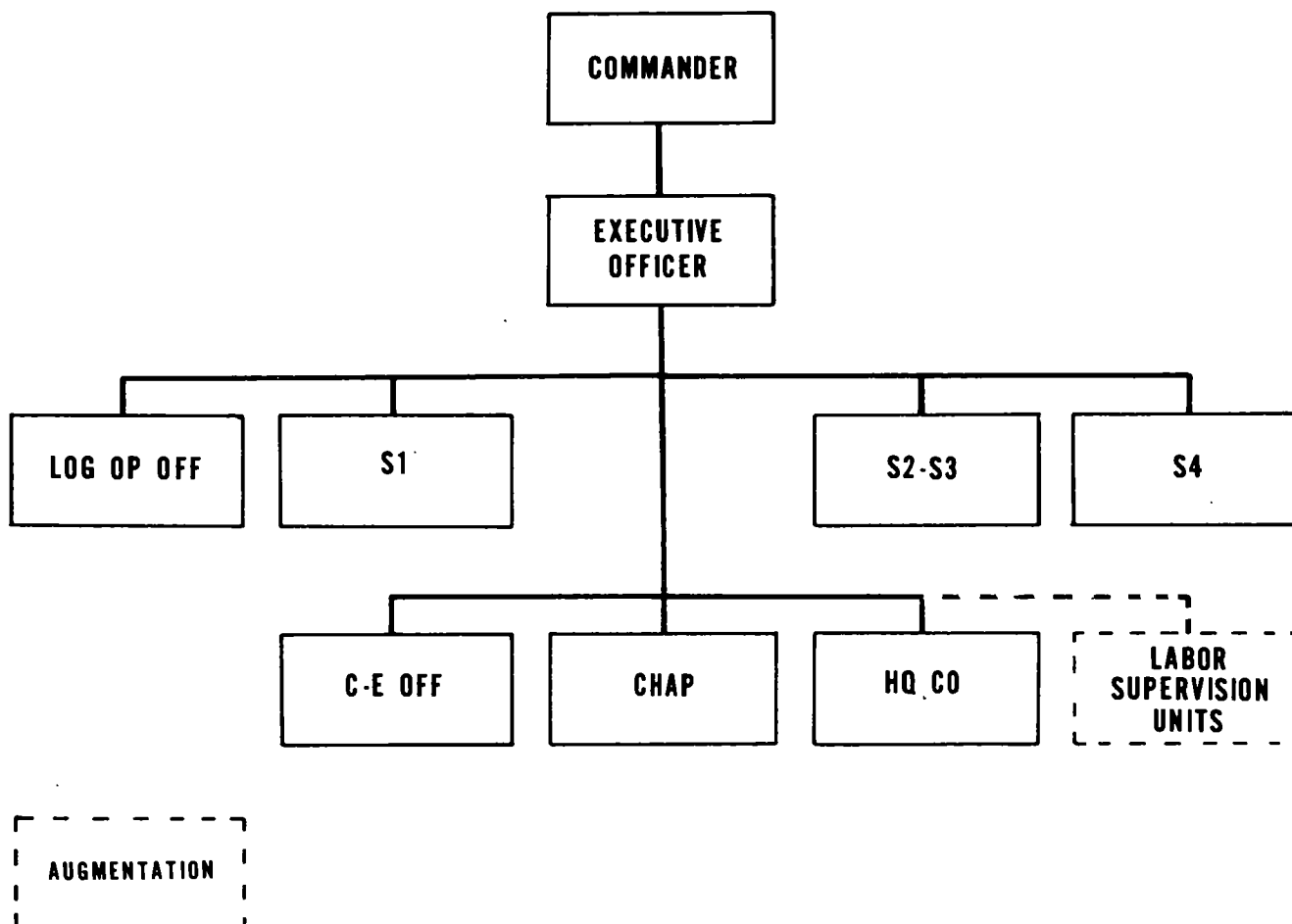
(b) Develops and supervises the execution of implementing plans to carry out assigned missions.

(c) Coordinates rear area security and area damage control activities of subordinate units.

b. *Organization.* Figure 3-1 shows the organization of a support group headquarters.

c. *Assignment.* The normal assignment of the support group to COSCOM is on the basis of two or more per corps.

d. *Capabilities.* The support group headquarters commands and supervises those units that provide supply, maintenance, and field service support.



★ Figure 3-1. Support group headquarters.

e. *Command Relationships.*

(1) *With COSCOM headquarters.* Normal staff relationships exist within areas of assigned interest.

(2) *Internal.* Normal coordination exists within particular spheres of interest.

(3) *With subordinate units.* Normal staff supervisory staff relationships exist within areas of assigned interest. Formal directives will be through command channels; informal liaison within spheres of interest may be direct.

★ 3-3. Operational Concepts

a. *Operations.* Support group headquarters:

(1) Engages primarily in supervising the

accomplishment of assigned missions and tasks by its subordinate units.

(2) Coordinates activities among the subordinate units within the scope of its authority and also coordinates the use of resources and requirements for outside support.

(3) Assigns available operating locations and facilities.

(4) Directs the development of rear area security plans and coordinates these with adjacent tactical headquarters through operational channels.

(5) Exercises technical supervision over designated mission operations of subordinate units within parameters that COSCOM headquarters establishes.

(6) Except as indicated above, does not exercise those management functions that the functional control centers at COSCOM headquarters perform.

(7) Has no requirement for the functional-type coordinating staff found at COSCOM headquarters. A standard unit staff is adequate for support group headquarters.

b. *The Group Commander.* He is responsible to the COSCOM commander for command and control of a multi-functional task organization which is tailored to meet specific support requirements. It is a major subordinate element of the Corps Support Command. (When the corps is small, and if the COSCOM span of control is not over-extended, there may not be a support group headquarters. Then, the support unit commanders may report directly to one of the ACofSs on the COSCOM staff.)

c. *The Executive Officer.* The XO performs duties as assigned by the commander.

d. *Logistics Operations Officer.* Plans and exercises technical supervision over performance of logistics missions assigned to subordinate battalions.

e. *S1.* The S1, adjutant, performs in general, the functions of the secretary of the general staff, the personnel officer, and the commander's personal staff, and such duties as may pertain in adjutant general (AG), inspector general (IG), discipline, law and order and recreation services functions. He provides internal administrative services for the headquarters. The S1 also coordinates headquarters personnel services and support requirements with the COSCOM personnel and administration battalion. He analyzes personnel management data received from the personnel and administration battalion and recommends appropriate actions to the group commander. The S1 insures adequacy of recreation services and postal support to the group.

f. The S2/S3 performs duties related to the functions of intelligence, operation plans and orders excluding technical operations which are the responsibility of the logistics operations officer, training, RAP, and displacement.

g. The S4 performs, in general, the duties of the logistics officer including supply, maintenance, acquisition, and assignment of facilities and locations, field services, and transportation. Firefighting and repairs and utilities are also his responsibilities when applicable teams are attached.

h. *Communications-Electronics Officer.* The C-E officer provides advice and assistance to the group commander, the headquarters staff and to subordinate unit commanders on matters pertain-

ing to communications systems. He coordinates the communications systems organic to the headquarters company and subordinate elements of the group and provides technical and staff assistance to subordinate elements. He effects coordination with area communications elements to insure efficient communications within the group and with attached and supported units.

i. *Chaplain.* The chaplain section provides chaplain support for the group headquarters and attached subordinate elements not having assigned chaplains. This section also provides assistance in religious coverage to attached subordinate battalions having assigned chaplains. This section provides technical supervision, staff coordination, and professional assistance through command channels for all chaplains assigned to subordinate units of the group.

j. *Headquarters Company.*

(1) The company headquarters is responsible for unit level administrative and internal support functions such as operating the unit mess, motor and supply elements organic to the company headquarters; internal physical security of the headquarters and its area(s) of assigned responsibilities (guard details); fatigue and other details as required in support of the group headquarters. The company, with the technical advice of the group staff communications-electronics officer, is responsible for the operations of the communications section. The company commander commands the enlisted complement and may perform the duties of a headquarters commandant when other elements are attached in support of the headquarters.

(2) The group headquarters company has an organic communications capability. From a communications standpoint this gives the group a higher degree of autonomy and enables the group to displace more readily in support of operations. The communications section provides 24-hour operation of teletype and telephone communications between group headquarters and subordinate headquarters; and, operates a combined communications/administrative message center.

k. *Labor Supervision (Augmentation).* Labor supervision units may be attached to support groups, and may further be attached to supply and service battalions. They provide command, administration, and labor supervision of non-US labor elements. Employment of these units in corps support brigades will depend upon the feasibility of such labor utilization in forward areas. Employment in the field service area is feasible under certain conditions. Additional information regarding the support group may be found in TOE 29-102.



CHAPTER 4

PERSONNEL AND ADMINISTRATIVE SERVICES

4-1. General

Personnel and administrative support is centralized at the COSCOM to provide services on an area basis for all nondivisional troops. Most units now use ADPE for these functions. The COSCOM personnel and administration battalion implements the personnel and administrative policies established by the headquarters of the units supported in the name of the units commander. Finance support is provided by DS Finance Service organizations which are

assigned to the COSCOM headquarters and receive staff supervision and technical control from the ACofS comptroller (chap 5).

4-2. Organization

The Personnel and Administration Battalion is organized along functional lines and is a subordinate unit of a COSCOM. Figure 4-1 shows a representative organization of a personnel and administration battalion.

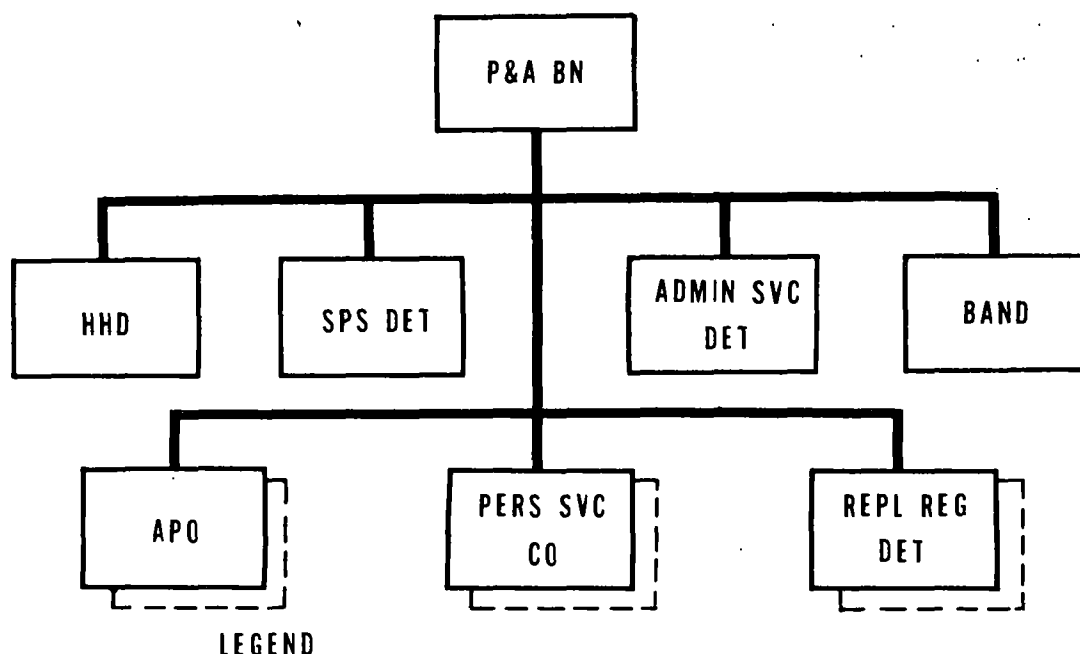


Figure 4-1. Organization of the personnel and administration battalion.

4-3. Command Relationships

The Personnel and Administration Battalion and its assigned and attached units, through the COSCOM, provide personnel, morale, and administrative support directly to nondivisional units operating in the corps area. The P & A Bn provides information on personnel or administrative matters on a scheduled basis or as requested to units served. The battalion acts on personnel and administrative requests received from units assigned to the corps and COSCOM as prescribed by the policy of the particular commander to which the requesting unit is assigned.

4-4. Operational Concepts

a. *The Personnel and Administration Battalion.* The battalion—

(1) Operates the Personnel Service Center of the COSCOM. The PSC utilizes the automatic data processing equipment of the support unit to maintain personnel and administrative data from which personnel and administrative reports are furnished to all units and headquarters supported by the unit (less divisions) and higher headquarters. Requests for personnel and/or administrative action on either a unit or individual basis are acted upon by

the P&A Bn within the policy of the respective headquarters. Exceptions to the policy on an administrative or personnel matter are directed to the headquarters establishing the policy for action. Personnel for the PSC, which does not have a TOE and is not an entity, is provided by the HQ & HQ Det in the P&A Bn. The ACofS, Personnel, directs and supervises the operations of the PSC.

(2) Maintains personnel and administrative data from which personnel and administrative reports are furnished to all units and headquarters supported by the COSCOM (less divisions and separate maneuver brigades) and higher headquarters.

(3) Within the policy of the respective headquarters, acts on requests for personnel action or administrative action or both on either a unit or an individual basis. Exceptions to the policy on an administrative or personnel matter are directed for action to the headquarters establishing the policy.

(4) Operates a records library for maintenance of all authorized publications and for correspondence and documents that the units and headquarters located in the supported area create.

(5) Provides direct support personnel, administrative, replacement, recreation services, band, and postal services on an area basis to all supported units.

(6) Operates under the staff supervision and direction of the assistant chief of staff (ACofS), personnel.

(7) Establishes liaison between all major headquarters being supported to facilitate communication regarding personnel and administrative policy.

(8) Normally locates a personnel service company, replacement regulating detachment, and AG postal detachments in the same general vicinity to provide support for an assigned area based on the troop density.

b. Personnel Management and Action. A command personnel record is maintained for each individual assigned to nondivisional units in the COSCOM area of responsibility. Personnel information contained on the command record is furnished to the units being supported. Summarized personnel strength and status information for local personnel management action and for determining priority of assignment of replacements is furnished to subordinate units as required. Companies report an individual's status change directly to the personnel service companies, to update the command personnel record. To update the individual's administrative record, the personnel service company transmits or causes to be transmitted changes to the personnel and administration center (PAC), Per-

sonnel Command (PERSCOM), TA. Battalions and separate companies process personnel management actions such as: requests for reclassification in military occupational specialties (MOS), reassignment and appointments, personnel actions such as administrative boards, separations or releases, and recommendations for awards. These actions are sent directly to the personnel service companies, which, then take action based on personnel policies established by supported headquarters.

c. Personnel Replacement. The PAC, personnel command (PERSCOM), based on theater army policy, assigns unit and individual replacements throughout the theater. The personnel and Administration Battalion, through assigned replacement regulating detachments, assists replacements from their arrival in the area until they reach their parent unit of assignment. The theater army commander retains assignment control of the replacements (to include personnel being returned to duty) until they arrive at their designated unit of assignment. The replacement regulating detachments provide encampment and messing facilities, if required, for unit and individual replacements. The replacement regulating detachments report status of replacements through the personnel service center, COSCOM, to the PAC, PERSCOM. Replacement regulating detachments receive personnel returned to duty from medical and military police facilities and request assignment instructions from the PAC. The detachments coordinate with the movement control center (MCC) of the COSCOM for transportation of the replacements to the unit of assignment. The replacement regulating detachments process personnel rotating from the COSCOM area for rearward movement.

d. Administrative Services. The P&A BN centrally monitors reproduction and publications control, records disposition, and forms management functions for the COSCOM area. A central records library stores, retrieves, and disposes of all unclassified documents (correspondence records, reports, and publications) that must be retained longer than 30 days and have been generated by units in the COSCOM area. Units or individuals request information or copies of documents from the library via organic communications.

e. Printing and Publications. Reproduction of documents in a theater of operations is accomplished either by organic unit reproduction equipment or by reproduction equipment available to the personnel and administration battalion. On a predesignated, scheduled basis, continental United States (CONUS), supplies Department of the Army,

Department of Defense and other Army-wide publications and blank forms directly to units.

f. Postal Services. AG postal detachments of the P&A BN provide postal service to nondivisional units in the CRA. The P&A BN places these postal units near service units located in specific geographic areas. Bulk mail is received from and dispatched to mail terminals served by mail teams of the postal units, general support (GS), PERSCOM. Supported units receive and dispatch mail at the Army Post Office. Undeliverable mail is dispatched to the Postal Service Organization, PERSCOM, for locator service.

g. Recreation Services. The Recreation Services Detachment of the personnel and administration battalion operates rest areas, when established. These areas provide rest and relaxation facilities for units located in the area. Units regularly receive paperback book kits and art and craft kits directly from CONUS. Athletic equipment is available to units and is also supplied regularly. Units schedule athletic events as conditions permit.

h. Band. The personnel and administration battalion has a band for the use of the major commands supported.

4-5. Organizations and Capabilities

a. The Headquarters and Headquarters Detachment, Personnel and Administration Battalion (TOE 12-66), provides command, control, staff planning, coordination, and supervision for assigned and attached units that provide personnel, morale, and administrative service support to a COSCOM and to nondivisional units being supported by the COSCOM on the basis of one per COSCOM. The Headquarters Detachment depends on the Personnel Service Company for mess and supply.

b. Personnel Service companies/detachments (TOE 12-67) provide centralized personnel service support to nondivisional units being supported by the COSCOM on an area basis. The personnel service companies, assigned to the P&A BN of the COSCOM, provide personnel services through the following support functions:

(1) Maintain and update all individual command personnel records for units supported. When available, this is performed with ADPE.

(2) Prepare personnel status and strength reports for higher, lower, and parallel headquarters from personnel information contained on the command personnel record.

(3) Act on requests for reassignment, reclassification, and appointments based on current policy and comments of the unit's or individual's commander.

(4) Recommend personnel management action

to the various commanders in the assignment and utilization of manpower.

(5) Perform personnel actions such as separations, personal affairs, and awards based on current policy.

(6) Provide a single source for the production of special orders.

c. The Administrative Service Detachment (TOE 12-570) provides centralized administrative support to a COSCOM and to nondivisional units being supported by the COSCOM. The Administrative Service Detachment is attached to a Personnel Services Company for mess and maintenance. The Administrative Service Detachment, assigned to the Personnel and Administration Battalion, provides administrative services to units through the following functions:

(1) Maintains in the servicing computer's random access magnetic storage or on microfilm, selected publications and records produced or required by units in the area being supported and provides a "hard copy" retrieval capability.

(2) Provides centralized automated means for monitoring the functions of records management, to include forms management and files disposition.

(3) Provides volume reproduction services to supported units when the page quantity exceeds the capacity of reproduction equipment or personnel within the requesting unit.

d. Band (TOE 12-107) provides music for military ceremonies, recruiting, civil support functions, and recreation services activities conducted within the COSCOM supported area on the basis of one per COSCOM. The Band is assigned to the Personnel and Administrative Battalion, COSCOM, and must be attached to a unit for mess, maintenance, and transportation.

e. The AG Postal Detachment (composed of teams from TOE 12-550, Postal Service Organization) provides mail service, stamps, and postal money orders on an area basis to individuals and units. Normally, the detachments are located in areas of troop concentration. The number of troops to be supported will determine the number of detachments assigned to the personnel and administration battalion. The postal detachments must be attached to a supported unit for mess, maintenance, and transportation.

f. The Replacement Regulating Detachment (TOE 12-500) provides control of and encampment and messing facilities to individuals and unit replacements including theater-generated replacements and to personnel rotating from the theater. Each detachment can process from 100 to 400 replacements or rotatees per day depending on

the number of teams assigned. The replacement regulating detachment is established in an assigned area for handling individual replacements, unit replacements, personnel returned to duty within the theater, or personnel rotating from the theater. Replacement regulating detachments are assigned to the personnel and administration battalion.

g. Recreation Services Detachments (TOE 12-18)

operate rest areas which provide facilities for the rest and relaxation of units not exceeding 750 personnel at any given time. The recreation services detachment, assigned to the personnel and administration battalion, commands rest areas. Other units must support the detachment to provide the following support: chaplain, finance, postal, exchange, bath, and medical.

CHAPTER 5

FINANCE DIRECT SUPPORT SERVICES

5-1. General

Finance direct support is provided to nondivisional units in the corps service area by appropriate teams from TOE 14-500, Finance Service Organization (s) formed into composite units normally designated as Finance Sections (Disbursing). These units are assigned to COSCOM headquarters and are deployed throughout the corps service area to provide finance support to nondivisional units on an area/population served basis.

5-2. Organization

Finance Sections are organized from cellular teams in any configuration required to accomplish the assigned mission and may include such functions as military pay, quality assurance and disbursing, commercial accounts, funding or accounting. Military pay capabilities of these units range from 1,500 to 23,000 persons served with the "standard" capability based on 15,000 troops served. These units are directly subordinate to COSCOM headquarters and operate under the staff supervision and technical control of the COSCOM ACofS Comptroller.

5-3. Command Relationships

a. With Higher Commands. Command relationships with higher commands are carried out with or through the COSCOM commander.

b. With Lower Commands. Finance Sections provide finance support services to nondivisional units throughout the corps service area and are responsive to the needs of the units served and the headquarters to which these units are assigned. Staff and technical channels are through the COSCOM Comptroller.

5-4. Operational Concepts

a. Finance services include:

(1) Preparing and submitting prescribed financial records and reports.

(2) Providing input to the JUMPS-Army master military pay file for routine pay and allowances for US Army members.

(3) Processing and paying cash payrolls as required.

(4) Computing and disbursing pay and allowances for local hire civilians and prisoners of war.

(5) Processing collection and deposit of monies due the US.

(6) Processing, computing and paying travel allowances to US personnel and foreign nationals.

(7) Processing and paying commercial accounts as required.

(8) Establishing, controlling, and funding forward service teams and Class B Agent officers.

(9) Providing foreign currency to authorized personnel in exchange for US dollars or military payment certificates, or both.

(10) Funding imprest fund cashiers.

(11) Providing finance support to US dependents in emergencies.

(12) Providing technical guidance and assistance to serviced units.

b. Finance units may form forward service teams to provide finance services to troop concentrations in distant or specified areas.



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CHAPTER 6

MAINTENANCE SERVICES

Section I. MAINTENANCE MANAGEMENT

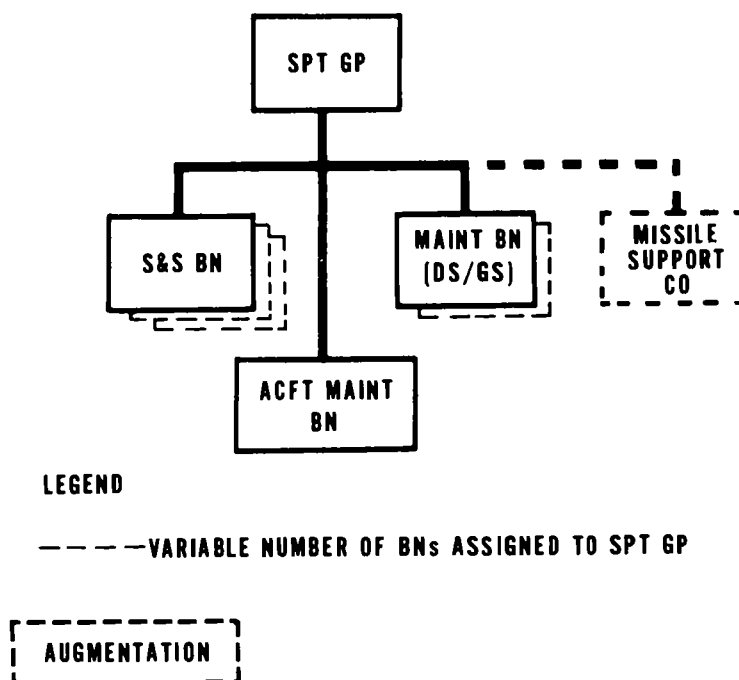
6-1. General

The COSCOM is structured to support varying combat, combat support, and combat service support elements of the force. The theater Army commander will attach combat service support units to the COSCOM from theater Army resources, including TAHQ and other COSCOM's, in order to effectively support the theater commander's operational plans and in response to those plans as they change. Combat service support units will not always be moved laterally from one COSCOM to another to coincide with the redistribution of tactical units. Actual movement will be minimized. Support may be realigned by providing "out of zone support." When movement is necessary because of distance or other considerations, the combat service support unit is located where it can best do its job.

a. Maintenance direct support (DS) and general support (GS) battalions accomplish maintenance support within the corps support boundaries. The mission does not include support of airdrop equipment or equipment maintained by the Medical

Supply, Optical and Maintenance (MEDSOM) unit (field) and ammunition groups of the COSCOM. The maintenance support for these items of equipment is provided by appropriate TOE organizations located in the COMMZ. These maintenance battalions, containing a variable number of maintenance support units in accordance with workload requirements, are attached to support groups of the COSCOM as required, except the missile support companies which may be assigned to the maintenance battalion at the discretion of the COSCOM commander. Figure 6-1 depicts a representative COSCOM support group.

b. All DS maintenance battalions within the COSCOM provide DS maintenance and organizational repair parts supply to equipment users on an area or assigned basis and back-up DS to divisional maintenance units. GS maintenance battalions provide maintenance support (except for the transportation aircraft GS maintenance battalion); however, these battalions do not provide repair parts supply. They function, primarily to perform maintenance on unserviceable components/items in support of the supply system.



★ Figure 6-1. Representative support group.

c. In the support group located in the rear portion of the CRA, only aircraft DS/GS maintenance can be provided by transportation aircraft maintenance DS/GS battalions. In the forward portion of the CRA, aircraft maintenance is provided by transportation aircraft maintenance GS companies attached to DS/GS maintenance battalions.

d. Medical equipment maintenance for corps units beyond the capability of organic medical maintenance personnel is accomplished either by the MEDSOM unit (field) or a medical unit designated by the COSCOM medical brigade.

6-2. Maintenance Management

a. The assistant chief of staff (ACofS), materiel, of the corps support command, has staff responsibility for management of DS and GS maintenance efforts. He is assisted in this effort by the MMC. The ACofS, materiel, staff functions primarily on the principle of management by exception. The MMC reports those actions that cannot be resolved routinely to the ACofS, materiel, for resolution. Routine day-to-day maintenance management activities are accomplished by the MMC in accordance with guidance and direction furnished by the ACofS, materiel.

b. Maintenance and materiel status data are collected and analyzed by the MMC. Such data are used by the MMC in its maintenance management functions and to provide the data and information required by the ACofS, materiel staff section, other staff elements, the commander, major supported headquarters, and subordinate units. For the most part, data are in a summarized format and are provided by the supported automatic data processing center (ADPC). Such summarized data serve as a significant management tool on which to base decisions and to provide information on maintenance status and performance. They also provide a means for the efficient and economical management of maintenance, for determining the materiel readiness status of the command, and for forecasting maintenance requirements. In general, data required for maintenance management are of the following types:

(1) *Current*. These include density, status, and factor data which are retained and updated periodically, e.g., modification work order control and equipment improvement recommendation summaries.

(2) *Historical*. These include performance data

that indicate the past maintenance accomplishments and repair parts usage.

(3) *Operational*. These include control data used in the management operations such as control of workload, scheduling, productivity, inspection, calibration, and quality control.

c. Maintenance DS and GS units provide most of the data required for maintenance management at the COSCOM. Data are also provided by all other units having equipment in their possession. COSCOM automatic data processing equipment (ADPE) is employed for the input of data from reporting units, for the processing of data to satisfy report requirements of commanders and maintenance managers. Summarized data and printouts are furnished by the ADPC to the MMC, higher headquarters, supported commands, and subor-

dinate units in accordance with instructions provided by the MMC. Data are provided, as required, to all elements having a need for such data for management of their maintenance mission.

d. The MMC coordinates repair priorities. Items repaired by GS maintenance units are returned to shelf supply or DX channels; items repaired by DS maintenance units are normally returned to users, placed in operational readiness floats, or placed in direct exchange activities. The procedures established by the MMC insure that data collected highlights maintenance operational and repair parts support problems which are analyzed and used to improve maintenance operations and equipment readiness.

e. FM 29-20 contains more detailed information on maintenance management.

Section II. DS MAINTENANCE

6-3. General

a. At the DS level, repair of end items is based on the concept of replacement of unserviceable components with serviceable ones with most components being evacuated for repair at the GS level. Maintenance DS units accomplish repair of equipment of supported units on a repair and return-to-user basis. Components found unserviceable as a result of technical inspection or through use of diagnostic equipment are reported to COSCOM MMC for evacuation instructions to a GS unit, or are evacuated in accordance with previously established evacuation instructions. Some DX components are repaired at DS.

b. The maintenance DS battalions serve as the source of customer supply for organizational repair parts. Recoverable repair parts as established by applicable regulations are furnished to the customer on direct exchange basis. Repair parts and direct exchange items will be furnished primarily by supply point distribution. Deadline and emergency requests are filled on an individual basis, immediately on receipt, and by the most expeditious means. All maintenance DS and GS units initiate requests for repair parts which are forwarded to the MMC. Repair parts normally will be supplied directly to the

supported DS or GS unit by the supporting GS repair parts supply company.

(1) Each maintenance unit of the maintenance DS battalion is authorized to maintain an operational readiness float of combat critical end items of equipment. Theater army establishes policies for the control of the operational readiness float. The operational readiness float is not used as a supply source, but it is used to insure that users are not deprived of end items awaiting DS maintenance in excess of established time periods.

(2) Using units evacuate items beyond their repair capabilities to their supporting DS maintenance units. When DS maintenance units cannot repair the items for return to using units, the using unit is directed to requisition replacements through supply channels. Equipment beyond the repair capabilities or capacities of DS forward maintenance companies is evacuated to the rear DS maintenance company. Equipment beyond the repair capability or capacity of the DS rear maintenance company and the DS transportation aircraft Company is reported to the MMC which provides disposition instruction. See Figures 6-2 and 6-3 for the flow of repairable and nonrepairable materiel. FM 29-20 provides additional details.

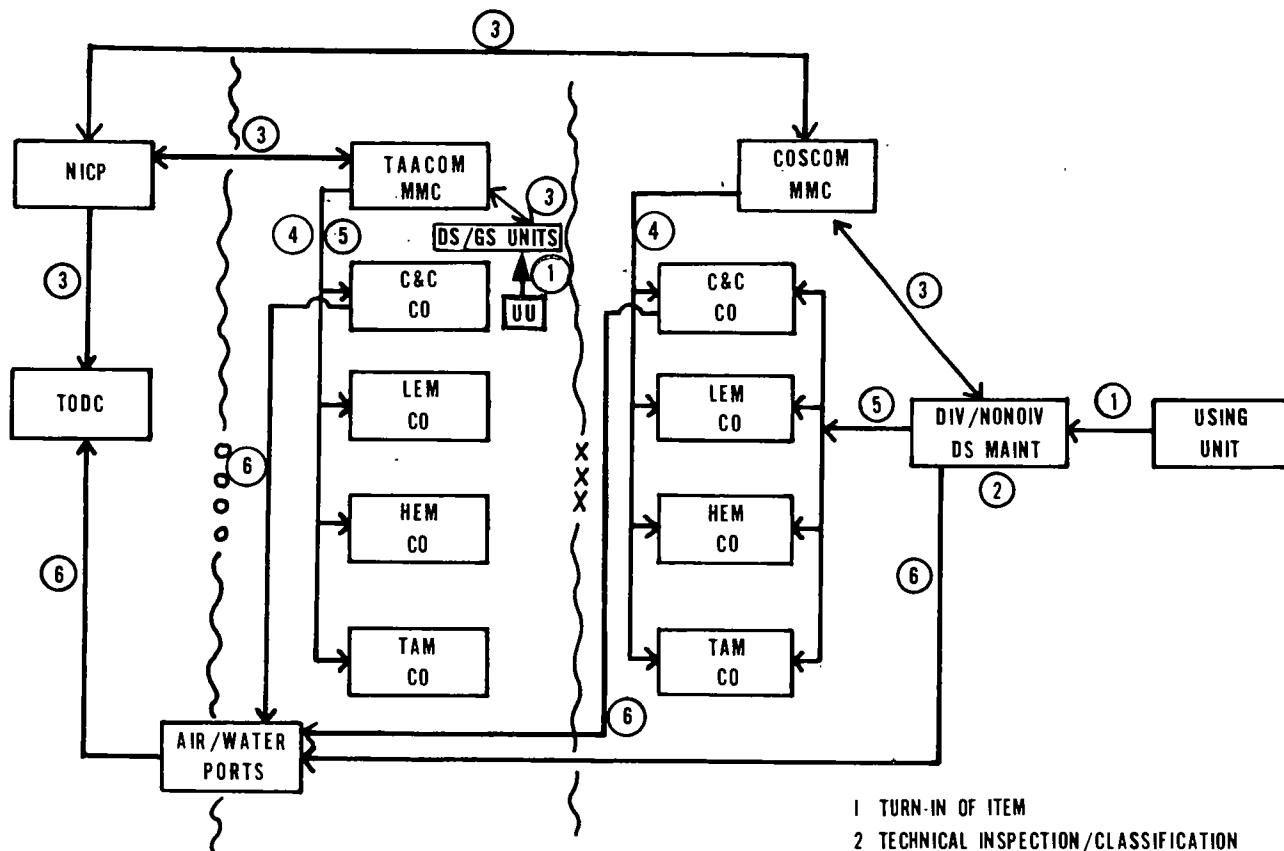


Figure 6-2. Flow of Unserviceable Repairable Materiel.

Figure 6-2. Flow of unserviceable repairable materiel.

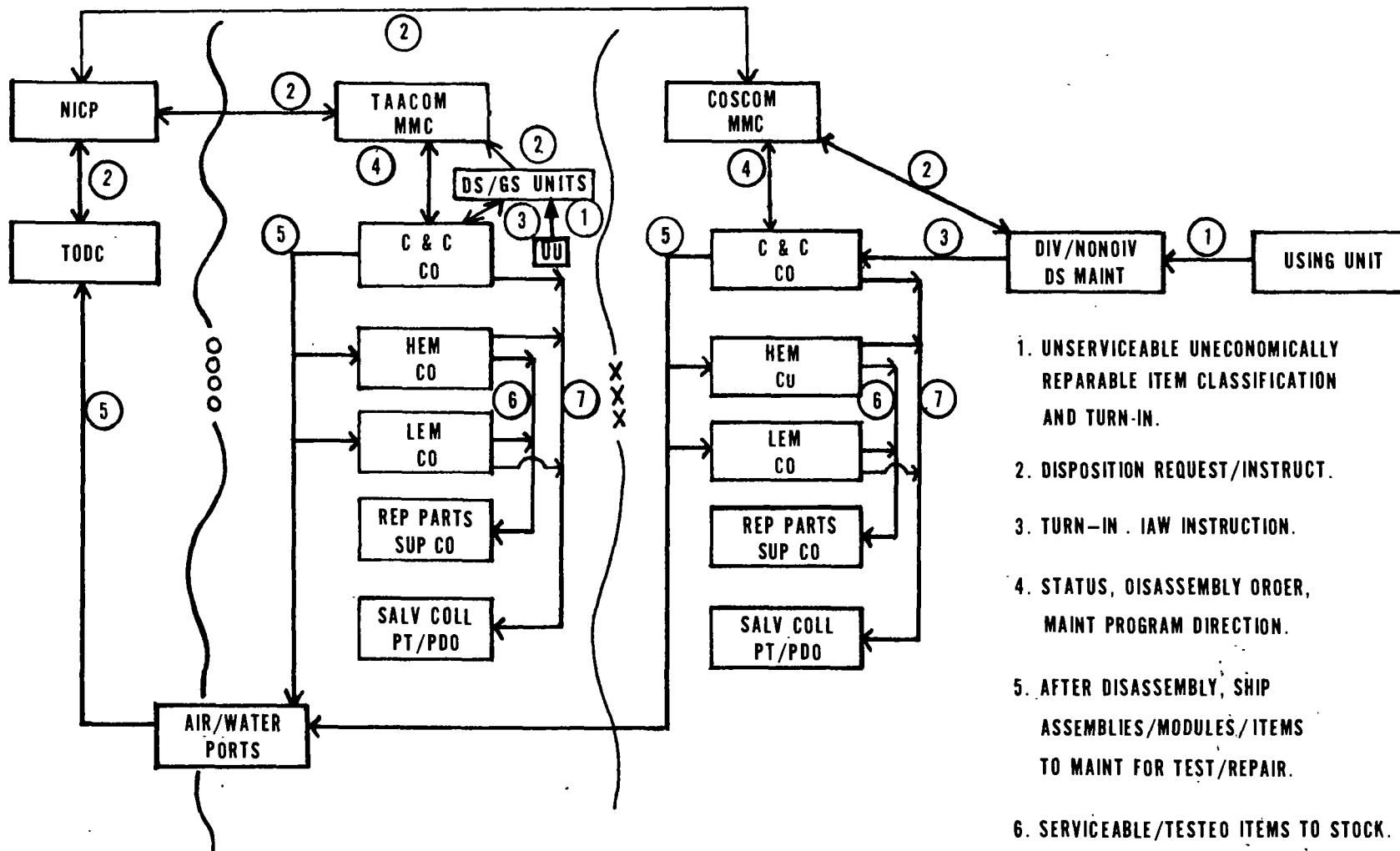


Figure 6-3. Flow of unserviceable uneconomically repairables.

6-4. Maintenance DS/ GS Battalions

a. Figure 6-4 shows the organization of a maintenance DS/GS battalion. The maintenance support units assigned to the maintenance DS/GS battalions may be similar in organizational structure to the maintenance support units found in the division. A battalion may contain a headquarters and headquarters detachment; maintenance com-

pany; forward DS maintenance company; heavy equipment maintenance company; GS light equipment maintenance company; DS transportation aircraft maintenance company; tire repair company; and, a collection and classification company. Additional units may be assigned, depending on the mission.

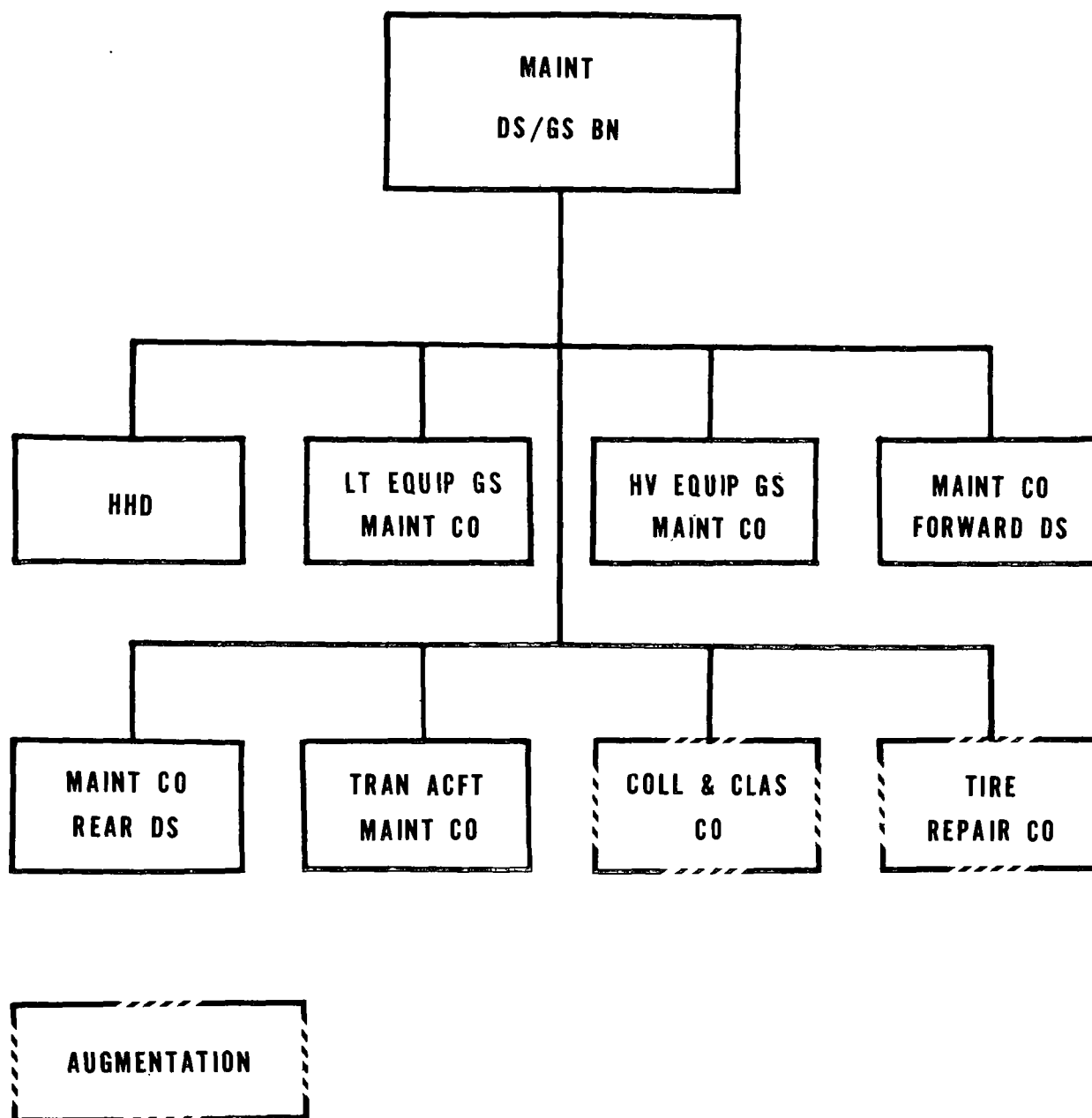


Figure 6-4. Maintenance DS/GS Battalion.

b. The Headquarters and Headquarters Detachment, Maintenance DS or GS Battalion (TOE 29-136), exercises command and control of all combat service support units attached or assigned to the battalion. The Maintenance Battalion headquarters

is a managing and controlling agency, responsible for furnishing DS/GS maintenance and repair parts to nondivisional units within its area of responsibility. The battalion, a major subordinate element of the support group, can command, control, and

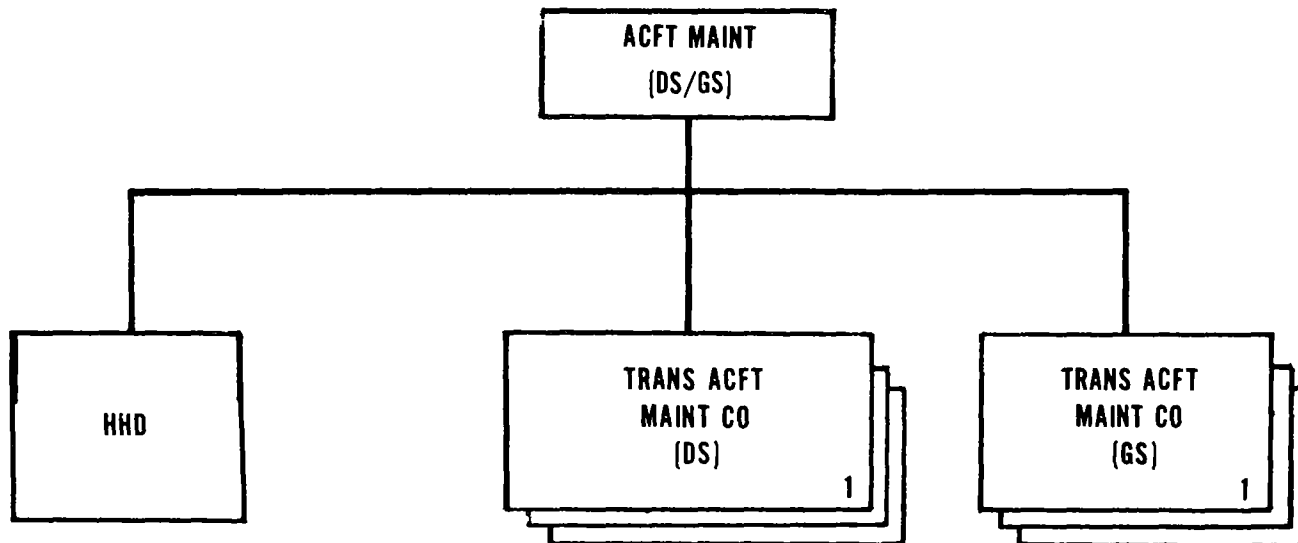
supervise technical operation of from three to seven maintenance DS/GS companies.

c. The rear DS Maintenance Company, (TOE 29-208), provides direct support maintenance and repair parts supply for mechanical, armament, communications, construction, generator, office machine, refrigeration, chemical, topographic, and metrological equipment to nondivisional units in the Corps area. It provides DS backup maintenance support for the DS Forward Maintenance Companies, (and DS to users for heavy equipment). The company maintains shop stock of repair parts for its operation and provides organizational repair parts to users that it supports. Selected items are furnished on a direct exchange basis. The company provides limited vehicular recovery assistance to supported units. It also provides DS support maintenance services on operational readiness float items. The DS Rear Maintenance Company, usually performs its mission at one central location, while the DS Forward Maintenance Companies, concentrate on use of mobile maintenance teams operating at the location of the supported units. Those components that are repaired by the DS Rear Maintenance Company, are treated as "direct exchange items" and normally will be returned to direct exchange stock of the company.

d. The DS Forward Maintenance Company, (TOE 29-207), provides direct support maintenance and repair parts supply for mechanical, armament, communications, and construction equipment to nondivisional units in the Corps area. The company is a subordinate element of the maintenance DS/GS battalion of the support group. The DS Maintenance Company, consists of a company headquarters, a maintenance control section, a supply platoon, a service and recovery section, an automotive/ar-

mament maintenance platoon and a general equipment maintenance platoon. The company operates a direct exchange stock of selected items of repair parts. The company provides for the receipt, storage, and issue of repair parts for operation of its own shops and repair parts for issue to supported units for organizational maintenance functions.

e. The DS Transportation Aircraft Maintenance Company, (TOE 55-457), provides DS aircraft maintenance and DS maintenance supply support, recovery support service for aircraft, avionics, and aircraft armament organic to nondivisional units in the corps. Normally, the company is attached to a maintenance DS/GS battalion, figure 6-5. At full strength, the unit can provide approximately 213,300 man-hours per year of aircraft DS maintenance, 75,600 man-hours of avionic equipment DS maintenance, and 43,200 man-hours of aircraft armament systems DS maintenance. It maintains a 15-day level of repair parts for aircraft, avionics, and aircraft armament and provides repair parts support to organizational maintenance elements of aircraft operating units. The company operates on an area basis with as much repair being accomplished onsite as practicable. The three DS sections of the company enable the company to perform onsite repairs for three aviation units. Repairs that cannot be made onsite are accomplished by the shop platoon at the company base of operations; or, when appropriate, the materiel requiring repair is evacuated to the supporting transportation aircraft GS maintenance companies. This basis of allocation normally leads to the attachment of one of these companies to each of the DS maintenance battalions of support groups in the COSCOM.



1. Number and type of companies
may vary depending upon location of battalions.

Figure 6-5. Transportation aircraft maintenance battalion (DS/GS).

Section III. GS MAINTENANCE

6-5. General

a. The GS maintenance battalions assigned to the COSCOM, provide GS maintenance service and backup DS maintenance to combat divisions, separate maneuver brigades, and COSCOM DS maintenance units. The maintenance mission of the GS battalions is oriented toward repair of major components of large end items such as wheeled vehicles, tanks, construction equipment, and materials handling equipment. The mission of these battalions is further oriented toward the repair of smaller end items such as instruments, power generators, portable flamethrowers, and mine detectors for return to supply channels. As an exception and as the component repair workload permit, large end items may receive repair at the GS level when such items are combat essential and critical to support operations. GS maintenance units may also apply appropriate modification work orders (MWO) and repair unserviceable DX repair parts for the DS level, when required. GS units employ production-line techniques, when possible. To facilitate this practice, centralizing repair of selected components in specific units is necessary. Therefore; MMC's must control repair programs. And, GS units maintain shop stock of repair parts for work

programs. Items repaired at GS level are normally considered as supply items and are returned to the supply system. FM 29-24 provides additional details.

b. The Headquarters and Headquarters Detachment, DS or GS Maintenance Battalion, (TOE 29-136), is responsible for command, tactical, administrative, and technical operational supervision of attached maintenance units (para 6-4b).

c. The Light Equipment GS Maintenance Company (TOE 29-134) provides GS maintenance for conventional light end items and components thereof. The company normally is attached to the maintenance GS battalion on the basis of area density. The company can provide GS maintenance on—

- (1) Chemical equipment (except vehicle-mounted).
- (2) Power generators, electronic devices, and instruments.
- (3) Items such as office machines, sewing machines, ranges, and heating units.
- (4) Signal items of radio, teletypewriter, and electronics equipment. Major overhaul of end items is not contemplated in the combat zone. Repairs will

be in accordance with the inspect and repair only as needed concept.

d. The Heavy Equipment GS Maintenance Company, (TOE 29-137), provides GS maintenance for conventional heavy equipment end items and components thereof to include, automotive, armament, construction, materiel handling, instrument fire control equipment, mobile laundry, bath, bakery, disinfection and decontamination materiels. Also, it provides backup and supplementary maintenance support on mission materiel, beyond the capability or capacity of the supported units. This unit provides general support maintenance for repair and return of area stocks to the army supply system. It provides internal class IX supply; however, it does not provide backup supply to DS units except for DX items. The heavy equipment maintenance companies are attached to the GS maintenance battalions of the corps support groups. The assignment normally is on the basis of area density. The major elements of the unit organization are a company headquarters; a maintenance control section; a supply, service, and recovery platoon; armament maintenance platoon; two mechanical maintenance platoons; an engineer, QM and component repair platoon, and a direct exchange section. The bulk of the workload within the company normally is concentrated on automotive, combat construction equipment, armament, and components that require overhaul. The company workload normally will be received from the DS elements and collection and classification elements of the corps support Groups as programed and planned by the MMC of the COSCOM.

e. The Transportation Aircraft Maintenance Company, GS, (TOE 55-458) provides GS maintenance for army aircraft, aircraft armament and avionics. It provides overflow DS maintenance for aircraft, avionics, and aircraft armament for divisional and nondivisional aircraft DS maintenance units. It provides aircraft recovery assistance to supported aircraft maintenance DS companies. It is assigned to the corps and attached to aircraft maintenance DS/GS battalion(s) of COSCOM support groups.

f. The Collection and Classification Company (TOE 29-139) establishes and operates a collection and classification facility for the receipt, inspection, segregation, disassembly, preservation, and disposition of serviceable and unserviceable class VII, and IX materiel and similar foreign materiel. The company will not handle items of cryptographic materiel, ammunition materiel, missile systems, aircraft, airdrop equipment, drones and medical materiel. When materiel is determined to be scrap, it is turned over to the supply and service battalion for

disposition as scrap or for sale, donation, or destruction (Retrograde Salvage). Normally, the company is assigned on the basis of one per support group and is attached to a maintenance GS battalion for administration and technical supervision of operations. All disposition of recoverable items and materiel to maintenance GS units for repair or overhaul will be directed by the support command MMC. The major elements of the company are a company headquarters, a control platoon, a storage and shipping platoon, a disassembly platoon, and a heavy lift and evacuation section. The company can disassemble end items declared uneconomically repairable and can classify components and assemblies for repair, return to stock, or disposal. It also can segregate, preserve, package, and pack selected items of materiel for return to supply channels, for further evacuation, or for technical intelligence evaluation. The company can operate a controlled cannibalization point, when authorized by higher headquarters, for items processed by the unit. The company is not designed to perform DS or GS maintenance. The company reports all materiel and its classification to the COSCOM MMC for disposition.

g. The Tire Repair Company (TOE9-117) receives, inspects, segregates, classifies, and repairs high density pneumatic tires of selected sizes and all sizes of tubes for return to stock. The company is normally assigned on the basis of one per corps and is attached to one of the support groups located in the rear portion of the CRA. The company is so organized that one or more of its tire repair platoons may be attached to a GS battalion within a support group. The major elements of the Tire Repair Company are a company headquarters, a shop office, and three tire repair platoons. The bulk of the tires and tubes received by this company for repair will be recovered through the collection and classification company located in the corps area. Recovery programs will be directed and coordinated by the COSCOM. The collection and classification companies will evacuate those tires that have been segregated and classified for repair within the capability of the tire repair company. After the serviceable tires and tubes have been repaired, they will be returned to stock as directed by the COSCOM MMC.

h. The Headquarters and Headquarters Detachment, Aircraft Maintenance DS/GS Battalion (TOE 55-456), provides command, control, staff planning, and administrative and technical supervision of attached aircraft maintenance DS/GS companies. It can command and control from two to eight aircraft maintenance DS/GS companies. This detachment is allocated on the basis of one per support group which

is located in the rear portion of the CRA in accordance with aircraft densities requirements.

i. Rocket and missile support teams provide

DS/GS maintenance for the Honest John rockets, land combat and light air defense missile systems.

CHAPTER 7

TRANSPORTATION SERVICES

7-1. General

This chapter discusses in general terms the transportation services (staff transportation, movement management, transport mode operations, and terminal transfer operations) provided by the COSCOM. FM 55-1 discusses these services in more detail.

a. COSCOM Transportation Services. Transportation services in the COSCOM are provided on a corps-wide basis in support of the supply and replacement distribution mission of the corps and when required, in support of tactical operations. The support groups normally have no organic transportation services. Units in or transiting the corps rear area normally receive their transportation services from the COSCOM MCC and the transportation composite group/brigade. The transportation group/brigade and the movement control center of the COSCOM provide an area-wide service in support of the supply and replacement distribution mission of the Corps and in support of

tactical operations, when required. They are responsible for day-to-day management of transportation resources, movement control, and for providing line and local haul motor transportation.

b. COSCOM Transportation Staff Functions. Transportation staff functions are performed by the COSCOM assistant chief of staff (ACofS), Transportation, (para 2-12). Movement control activities are accomplished by the movement control center (MCC) (TOE 55-6), which is assigned directly to the COSCOM. Transport mode operations (local and line haul motor transport, Army combat service support air transport, and water transport) and, when required, terminal operations are performed by units attached to the transportation composite group (TOE 55-52) or brigade (TOE 55-62). Figure 7-1 shows a typical organization for transportation services within the corps area and their functional relationship. Whether the transport modes require a brigade or group depends on the number of divisions assigned, and the size of the corps area.

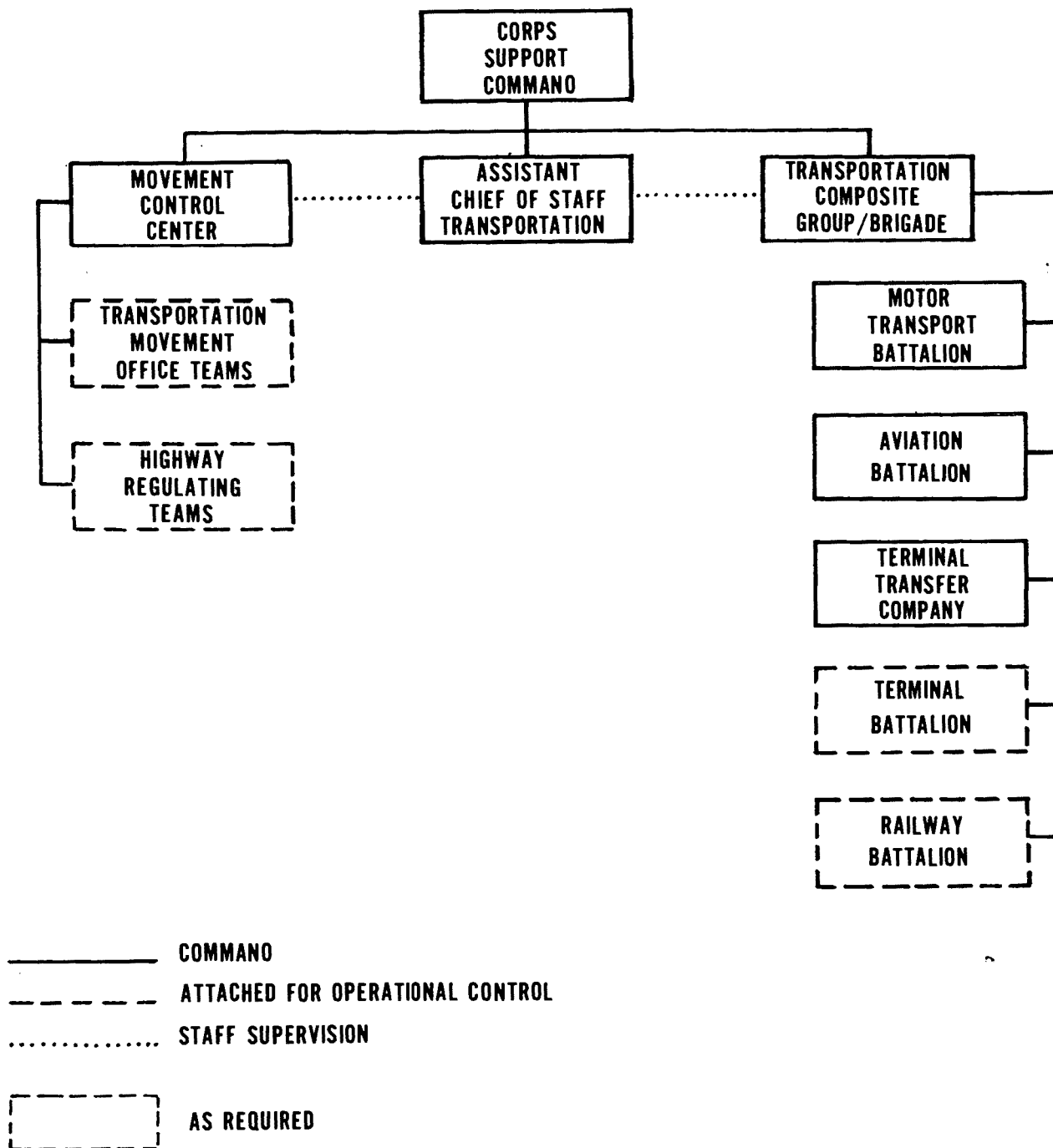


Figure 7-1. Organization for transportation service in the corps area.

c. Transportation for an Army in the Field.

(1) Transportation is provided to an Army in the field in several ways. Where a full time requirement to transport personnel and equipment can be identified with the mission of a specific unit, organic transportation is assigned to the unit. An example is the assignment of an Assault Helicopter Company to an airborne or infantry division.

(2) On the other hand, there is a constant need for transportation to move personnel and cargo from

support area to forward points in support of an Army in the field. This type of movement is provided by a transportation service that is established within a theater of operations as a part of a support command. In addition to other forms of transportation, Army transport type helicopters are assigned to a transportation service in order to provide the mobility required to adequately accomplish logistical missions.

d. Helicopters Employed by an Army Transportation Service.

(1) Organization.

(a) The Army helicopter units that may normally be employed by an Army transportation service are the Assault Support Helicopter Company and the Heavy Helicopter Company. Command and control of the operating companies are provided by a Combat Aviation Battalion. The organization of the battalion is tailored by the attachment of aviation companies required to perform the assigned mission.

(b) A brief description of the aviation units that operate as part of a transportation service is contained in the following paragraphs.

1. Aviation Battalion.

(a) The battalion, through attached aviation companies, provides air movement of personnel and cargo as a function of a transportation service in a theater of operations. The battalion may be assigned to a theater Army transportation command, a corps support command or a support command of an independent force.

(b) The battalion headquarters provides normal command, staff planning and supervision of attached companies, and site selection of the general area for subordinate units, and can provide communications and terminal facilities for the operation of a unit airfield.

2. Assault Support Helicopter Company.

(a) The company provides air transport of personnel and cargo in both tactical and logistical missions. When operating as part of an Army transportation service, the company is principally engaged in logistical missions. The company may be attached to a combat aviation battalion, group or brigade for the purpose of accomplishing tactical missions in support of a ground combat force.

(b) The Assault Support Helicopter Company is normally equipped with 16 CH-47C helicopters, each of which can lift 33 troops or cargo weighing approximately 10 tons when operating within a 25 mile radius. The company can airlift personnel and cargo under day, night, or limited visibility conditions.

2. Heavy Helicopter Company.

(a) The company provides airlift of heavy or outsize loads of cargo.

(b) The company normally accomplishes logistical missions when operating as part of a transportation service. Such missions may involve the airlifting of containers or heavy items from ship to shore, at beaches and terminals and along airlines of communication. The company may also participate in tactical missions, such as airlifting artillery or ammunition in support of combat operations. In such a situation (tactical lift) the unit

is usually attached to a non-divisional combat aviation battalion, group or brigade.

(2) Concept of employment.

(a) Army helicopters assigned to a transportation service are employed in conjunction with surface modes of transportation. The helicopters are utilized in these situations where time and/or terrain may preclude surface modes from successfully accomplishing a logistical mission.

(b) It is emphasized that the employment of Army helicopters in the transportation service is not intended to diminish the functions or the responsibility of the US Air Force in providing intra-theater airlift for the combat forces in a theater of operations. The helicopters compliment the aircraft of the Air Force, operating into areas not accessible to fixed wing aircraft and providing an extension to the Air Force airline of communications by airlifting cargo from air terminals forward to consignees.

(c) Transportation helicopter units provide daily status reports of their airlift capability to the appropriate transportation headquarters. The capability is coordinated at a movements control center which assigns specific logistical airlift missions to the helicopter units. Logistical air movements may be either scheduled or non-scheduled. Scheduled air movements are usually accomplished when it is determined most efficient to airlift cargo to a consignee on a repetitive basis. Nonscheduled air movements are generated by daily actions that cannot be determined in advance. Unexpected requirements for resupply, movement of replacements or a diversion of other modes of transportation are typical situations that generate nonscheduled air movements for Army helicopters.

e. Helicopters Employed by Specific Ground Combat Organizations for Transportation Purposes.

(1) Organization.

(a) The helicopter unit normally employed by ground combat organizations on a full time basis for the purpose of providing air transportation is the Assault Helicopter Company. This unit is authorized in the airborne, infantry and airmobile divisions. In addition, it can be attached to a non-divisional combat aviation battalion, group or brigade for the purpose of accomplishing tactical missions for non-divisional combat forces.

(b) The mission of the company is to provide tactical air movement of combat troops in airmobile operations and to provide tactical air movement of combat supplies and equipment within the combat zone.

(2) Concept of employment.

(a) In supporting tactical missions, the command relationship between the aviation unit and the supporting unit follows established policy in that

the commander of the aviation unit becomes an advisor to the supported US Army land force commander. This philosophy is practiced when the Assault Helicopter Company is engaged in tactical missions either in support of divisional or non-divisional forces.

(b) The company is habitually employed in the combat zone, generally conducting airmobile operations for division forces. It normally operates from its own dispersal or assembly area in the division rear area within the perimeter of one of the tactical units of the division reserve.

(c) Listed below are types of tactical missions that Army helicopters are called upon to participate in.

1. Offensive operations: movement to contact, meeting engagement, vertical envelopment, penetration, infiltration and exfiltration, exploitation and pursuit.

2. Defensive operations: mobile defense, area defense, counterattack, and retrograde movement.

f. Summary.

(1) The three basic operational helicopter companies, the Assault Helicopter Company, the Assault Support Helicopter Company and the Heavy Helicopter Company may all be employed in both tactical and logistical missions.

(2) The Assault Support Helicopter Company and the Heavy Helicopter Company are primarily employed in logistical missions and operate as part of an Army transportation service for an appropriate support command. When these companies are called upon to perform tactical missions, they are normally attached to a non-divisional combat aviation battalion, group or brigade.

(3) The Assault Helicopter Company is primarily employed in tactical missions and is normally assigned to ground combat organizations, such as an airborne, infantry or airmobile division. The unit may also perform tactical missions for a non-divisional combat force. When operating in support of non-divisional ground combat forces, the unit is normally attached to a combat aviation battalion, group or brigade.

7-2. Organization and Control

The transportation mode operations and movements services in the COSCOM are provided, for the most part, by two organizations employed under the staff supervision of the assistant chief of staff (ACofS), transportation: a transportation movement control center and a transportation composite Group. Figures 7-1 and 7-2 show the organizations of these units.

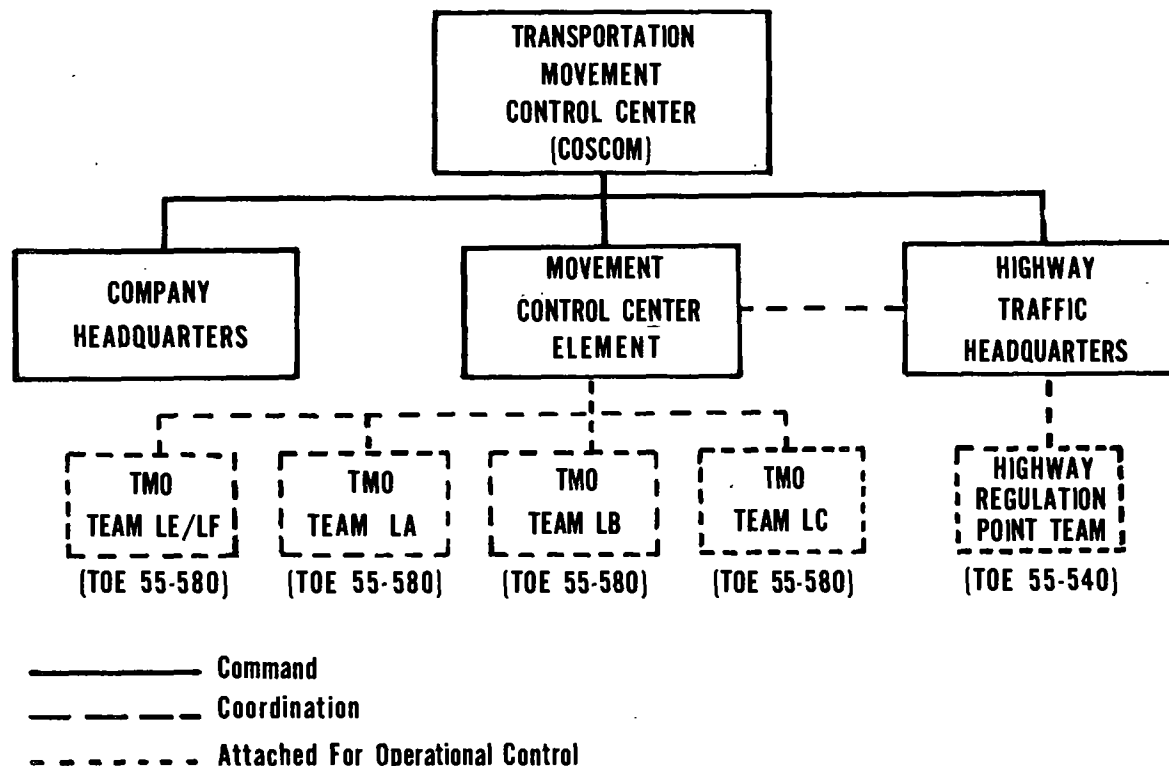


Figure 7-2. Transportation movement control center for the corps support command (TOE 55-6).

a. The COSCOM ACoS, transportation in addition to those functions listed in paragraph 2-12, performs the following:

- (1) Prepares plans and instructions for personnel and materiel movements.
- (2) Coordinates transportation plans and policies with the TA MCC, TRANSCOM, and the transportation officer of supported divisions.
- (3) Through the MCC, implements priorities for movement of personnel and materiel in accordance with the COSCOM commander's instructions.
- (4) Supervises preparation of the traffic and circulation plans developed by the highway traffic headquarters.

b. The COSCOM MCC provides personnel for operating the MCC element and the highway traffic headquarters (HTH) element. An appropriate number of Transportation Movement Office (TMO) teams from TOE 55-580 must be attached for field coordination of the movement control program. Also, appropriate teams of Highway Regulation Points (HRP) from TOE 55-540 must be attached for implementation of the traffic regulation plan in the field (fig. 7-2).

(1) The TMO's are located at critical points in the transportation system to serve users of the system and to maintain liaison with shippers and receivers, mode operators, terminal facilities, other movement control elements and, when required, with host or allied nation transportation activities.

(2) Highway Regulation Points (HRP) are placed at critical points on the road net to assist the HTH in implementing the highway regulation plan (the employment of an HRP team is distinct from that of a traffic control point (TCP) team, which is made up of military police and employed to enforce the rules of the road, traffic regulations, and road discipline. However, a TCP can support the HTH by providing passing and other types of reports concerning highway movements).

(3) Both the MCC and the Highway Traffic Headquarters are located near the COSCOM headquarters and are under the staff supervision of the ACoS, transportation. These two elements must have ready access to the supporting automatic data processing unit (ADPU).

c. The transportation composite group/brigade is normally located in the corps rear area to best command and control its subordinate transport modes and terminal transfer operations. The group/brigade transport capability is allocated to support the corps service area and support groups, and to augment the organic capability of assigned divisions.

(1) The group/brigade provides a throughput distribution service from COMMZ storage sites to as

far forward as possible into the division area and throughput from the POD for DSS shipment.

(2) When the group/brigade is employed in support of an independent corps operation, it may be required to operate the transportation service from the waterline to the forward areas of combat. This situation may require attachment of terminal service, marine and/or rail units to the group/brigade. If adjustments are required in staff personnel assignments, they may be accomplished through a modified TOE (MTOE) action.

(3) The Transportation Motor Transport Battalion(s) of the group/brigade is located in the COSCOM area to best meet the motor transport requirements of the COSCOM. Normally, the companies are held in a GS role under operational control of the battalion, and their capability committed by the MCC for the use of all units having recurring, but not constant requirements for transportation. Companies or elements may be assigned in a DS role when the daily volume of the supported activity requires full-time use of the attached unit. Army motor transport operations are discussed in detail in FM 55-30.

(4) The aviation battalion(s) attached to the group/brigade provides scheduled and nonscheduled movement of personnel and cargo, usually over Army air lines of communication. In addition to normal movement of cargo and personnel, the Assault Support Helicopter Company provides backup support for Army air ambulance service, air movement of reserve forces, and rapid displacement of rear area protection forces. The Heavy Helicopter Company is used primarily to airlift heavy or outsize items of equipment, supplies, cargo containers, vehicles, aircraft, weapons, and special purpose container shelters. The senior combat service support air transport commander determines where in the COSCOM the aircraft should be located to provide the most effective combat service support. Army combat service support air transport operations are discussed in detail in FM 55-40.

(5) The Terminal Transfer Company(ies) is attached to the Transportation Composite Group/Brigade and employed to transship cargo at air, rail, motor, and inland barge terminals. This includes unloading, segregating, cooping, temporary holding, documenting, and loading cargo whenever a change in carrier occurs. The company is normally employed with each of its three operating platoons assigned to work a separate terminal. The Terminal Transfer Company may, when required, be augmented by teams from TOE 55-560. The Terminal Transfer Company is discussed in detail in FM 55-1 and FM 55-60.

7-3. Relationships

a. The COSCOM ACofS, transportation, in exercising staff supervision over the MCC and transportation group/brigade coordinates with—

(1) The TA transportation staff officer for transportation capability to meet requirements beyond the COSCOM's organic capability. This includes requesting airlift capability organic to the theater-wide transportation command.

(2) The corps transportation officer in support of tactical transportation requirements of combat and combat support units.

(3) The division transportation officers (also separate brigade transportation officers) for divisional transportation requirements and policies for movements from corps rear area into division areas.

b. The movement control element of the COSCOM MCC operates under the command of the senior movement control officer assigned. The MCC coordinates with the COSCOM MMC for materiel movement requirements, with the personnel and administration battalion for movement of personnel (replacements and personnel on rest and recuperation leave and rotation) and, for other transportation requirements, with the corps transportation officer. As appropriate, the COSCOM MCC coordinates with adjacent COSCOM MCC's, the TA MCC, and the division transportation officer concerning movements entering and leaving the corps rear area.

c. The COSCOM highway traffic headquarters is organic to the MCC and under the staff supervision of the COSCOM ACofS, transportation. The highway plans officer, in addition to being in charge of the highway traffic headquarters, is second in command of the movement control center. The highway traffic headquarters coordinates with the COSCOM MCC, and with the corps G3 and the corps G4, transportation officer for plans on use of the Corps Rear Area controlled highway net for motor movements, and with the TA MCC and division highway traffic headquarters for motor movements over controlled routes into and out of the corps rear area. In certain situations, highway traffic HQ and/or MCC will have to coordinate with host government and/or allied forces in use of the road net.

d. The Transportation Group/Brigade is under the command of COSCOM from which it receives policy direction, broad guidance and planning, and general supervision. The transport mode battalions (primarily motor transport and aviation battalions) and the terminal transfer company(ies) are directly under the command of the group/brigade com-

mander. Battalions receive commitments for their transport capability from the MCC through the group/brigade HQ. Transportation movement offices serve as the common point of contact between mode operators and users of transportation and, as such, provide interface between the movement control system, the user, and the mode operator. The Air Terminal Movement Control Team (ATMCT) LF or LE (TOE 55-580) serves as the MCC point of contact for operator and receiver-shipper elements at Air Force air terminals.

7-4. Operations

a. Movement Control Center.

(1) The COSCOM ACofS, materiel, establishes priorities for the movement of cargo based primarily on corps guidance and information received from the supported groups. The personnel and administration battalion, civil affairs activities, military police and medical regulating activities submit their movement requirements to the MCC which then fits their requirements into the overall program in accordance with command priorities. The established priorities may be adjusted from time to time by COSCOM based on the overall corps tactical situation. If necessary, the MCC requests transport assistance from the TA MCC. The COSCOM ACofS, transportation, implements priorities through the MCC.

(2) The COSCOM MCC coordinates the movement of shipments and the use of highways for all movements originating outside the COSCOM area and terminating in or transiting the COSCOM area. The COSCOM MCC also coordinates the receipt of shipments by consignees in the division and COSCOM forward areas of the corps rear area to insure that the receiving and unloading capabilities of the consignees are not exceeded. For example, a division support command (DISCOM) may receive shipments by intratheater Air Force aircraft, by communications zone and by corps Army air and motor transport.

(3) For all matters concerning transportation movements, the MCC designates a TMO to be the single point of contact for each shipping or receiving activity within the COSCOM.

(4) The MCC, TMO's, HRP's and ATMC team LF are essential sources of information in throughput distribution operations. They advise the TA MCC (through movements channels) of the passing and receipt of all TA directed-shipments, those received from CONUS NICPs, as well as those that are generated within the COSCOM. This information is essential for maintaining an intransit shipment file and for preventing shipments to an activity in excess of the activity's ability to receive and unload.

(5) Doctrine setting forth principles, policies, and procedures concerning the establishment and operation of a joint/combined MCC has not been developed. However, as an interim measure, pending development and publication of such joint doctrine, a joint/combined MCC may be established at the COSCOM (or the TA) as required by the nature of forces employed.

(a) A joint/combined MCC may be required when US Army forces are participating in a joint/combined operation, or when they are located in or conducting operations in an area in which applicable international agreements (O-STAG's, STANAG's SEASTAG's etc.) are in effect. The combined movement center is the coordinating point for all transportation resources in support of the corps. It allocates and manages all transport capability, organic or otherwise, made available to the corps. Its coordination function remains essentially the same as that of the uniservice MCC, but the scope of operations is enlarged.

(b) Normal representation on the combined movement center includes personnel of the COSCOM MCC and traffic headquarters, TA MCC, other services and, as applicable, the MCC's and traffic headquarters of adjacent corps, and of host and allied nations.

(c) Notably, the COSCOM MCC is the only movement agency concerned with intra-corps support plans, movement programs, and movement by organic or attached transport. The additional capabilities of a combined movement center aid the COSCOM in planning and carrying out inter-command movement, and use of transport capability.

b. Highway Traffic Headquarters. The corps commander establishes priorities for movement over controlled routes. The COSCOM ACofS, transportation, implements these priorities through its highway traffic headquarters, which provides planning and coordination for both tactical and logistic highway movements. The highway traffic headquarters receives requests (proposed itineraries) from units within its area of jurisdiction, for highway routings and schedules of movements. This headquarters consolidates itineraries and road movement tables; makes adjustments, as necessary; and issues highway movement instructions. Highway movements entering or transiting the corps area and terminating in another area are coordinated through the appropriate highway traffic headquarters.

c. Transportation Brigade/Composite Unit. The COSCOM motor transport capability normally is employed within the corps and division areas to carry out the corps movement requirements.

However, TA MMC may direct employment of a portion of the transport capability in support of another corps or in intercorps movements; e.g., supply stocks may have to be balanced between corps, or a corps that is heavily committed may require additional motor transport support. Requirements for movement of personnel and materiel within the corps rear area and division destinations are processed through the COSCOM MCC. Attachment and detachment of transport companies to transport battalions are normal procedures to meet constantly changing requirements for transport support.

(1) Headquarters and Headquarters Company, Transportation Brigade (TOE 55-62). This headquarters may be employed in the corps area for command and control of assigned or attached units operating the transportation service in support of a three or more division size corps force. The selection of this TOE or the composite group will be dependent upon the number of assigned/attached units, the overall corps support area, and the number of divisions to be supported.

(2) Headquarters and Headquarters Company, Transportation Composite Group (TOE 55-52). This headquarters may be employed in support of a one-division independent force or a corps force, depending upon the scope of operations. It is normally attached to a COSCOM. The selection of this TOE, or the transportation brigade will be dependent upon the area of operation, number of assigned/attached units, and number of divisions to be supported.

d. Headquarters and Headquarters Company, Combat Aviation Battalion (TOE 1-256). This headquarters provides command, staff planning, and supervision of the activities of up to seven air transport companies. The aviation battalion is tailored to meet the COSCOM requirements for Army combat service support air transport. In addition to the headquarters and headquarters company, it will normally contain a variable number of assault support helicopter companies, and a minimum of one heavy helicopter company.

(1) Assault Support Helicopter Company (TOE 1-258). This company provides air transport of personnel and cargo under day, night, or limited visibility conditions.

(2) Heavy Helicopter Company (TOE 1-259). This company provides airlift of heavy or outsize loads of cargo for combat service support and combat support operations.

e. Headquarters and Headquarters Transportation Motor Transport Battalion (TOE 55-16). This battalion exercises command and control of from three to eight transportation companies.

Structure of the battalion is tailored to fit operational requirements. Normally a COSCOM motor transport battalion may include a transportation light truck company, a variable number of transportation light-medium truck companies, medium truck companies, a heavy truck company, and a car company. In addition, to controlling attached motor transport units, the detachment can operate a truck terminal and/or a trailer relay system when required and when augmented by cellular teams.

(1) *Transportation Light Truck Company (TOE 55-17)*. This company provides truck transportation for the movement of personnel and general cargo.

(2) *Transportation Light-Medium Truck Company (TOE 55-67)*. The transportation light-medium truck company is essentially a light truck company (2½-ton trucks) augmented by one medium truck squad (5-ton tractors with 12-ton semitrailers). This augmentation provides the company with an organic capability to provide transportation for all classes of supply, except bulk class III, within the Corps area in combat support and combat service support operations.

(3) *Transportation Medium Truck Company (TOE 55-18)*. The company can be configured with refrigerator semitrailers, with 5000 gallon petroleum

semitrailers, and with 12-ton cargo semi-trailer. See paragraph 8-33 for additional data.

(4) *Transportation Car Company (TOE 55-19)*. Sedans, 1/4-ton, 3/4-ton, or 1 1/4-ton vehicles or a combination thereof are used by this company to support the corps.

(5) *Transportation Heavy Truck Company (TOE 55-28)*. The motor transport of heavy cargo and tracked vehicles is accomplished by this company. The company also has the mission of providing back-up support on an on-call basis for maintenance units whose transporter capabilities are overloaded.

f. Transportation Terminal Transfer Company (TOE 55-118). This company is organized and equipped to transship cargo at all types of inland terminals (air, rail, motor and inland barge terminals) except large inland waterway terminals serving ocean-type shipping. The company consists of a company headquarters, an equipment platoon, and three terminal transfer platoons. Each terminal transfer platoon contains a platoon headquarters, a cargo equipment squad, and four 10-man cargo transfer squads. This structure includes personnel to process and prepare cargo documentation as required.

CHAPTER 8

SUPPLY AND FIELD SERVICES

Section I. SUPPLY MANAGEMENT SYSTEM

8-1. Management Centers

The COSCOM Materiel Management Center exercises integrated materiel management, less medical and COMSEC, of all classes of supply for which the COSCOM has responsibility. Operationally, the system is predicated on decentralized stock locations and overall management, through input from CSU's and DSU's of all classes of supply for which COSCOM is responsible. This is supported by automatic data processing (ADP) services and electronic communications facilities. Class VIII medical materiel management is discussed in chapter 11. At the direct support level, stock control is performed by each direct support unit using either a manual or mechanized stock control system. Class V materiel is addressed in chapter 9.

8-2. Alternates

The COSCOM MMC serves as the alternate for the TAACOM MMC except for petroleum and ammunition supply. The TAACOM MMC serves as the alternate for the COSCOM MMC.

a. In a contingency, TAACOM MMC assumes the functions of the COSCOM MMC with the least disruption of the supply system so far as the requisitioner and the storage locations are concerned. Normally, the COSCOM MMC transmits to the TAACOM MMC periodic summary information of the general support (GS) units in the COSCOM covering issues, receipts, adjustments of on-hand balances, dues-in, and back orders for requisitioners. Detailed information relating to back orders by requisitioner is provided the appropriate NICP on a weekly or semimonthly basis.

b. The Theater Army Area Command (TAACOM) and TA MMC alternate is provided sufficient information, plus the TA MMC programs and a necessary machine capability, to perform as an alternate, except for class III and V, for a limited time. If the TAACOM MMC becomes inoperative, the appropriate field unit assumes the duties of the TAACOM MMC and functions on a reduced scale until the TAACOM MMC is restored to operation. For class III and class V supplies, the petroleum

group and the ammunition group, as appropriate, serve as the alternate for the TAACOM MMC.

c. If alternate ADP facilities are not available below COSCOM, scheduled periodic ADP printouts from the COSCOM MMC are used. These printouts, (containing re-order point levels) which are prepared for storage locations, include at least the requisitioning objectives, on-hand quantity, individual dues-in, and individual dues-out. These listings are provided to supply managers and storage sites to be used for short periods in a manner similar to the manual stock record system. Under such circumstances, requesting organizations go directly to the storage locations rather than to the MMC. When contact with combat units and forward supply units is broken long enough to warrant emergency resupply, the GS units in the corps rear area and/or units in the communications zone (COMMZ)* ship predetermined survival supplies to affected forward areas, based on directives from the MMC. Survival supplies must be closely controlled to preclude shipping more items than a combat unit can handle. These supplies should be limited to packaged water, class I, class III and VIII, class V, and high usage-class IV items.

8-3. Centralized Control

Stock control functions performed at COSCOM headquarters provide centralized control of all GS supply within the corps support Groups and enhance the response to demands of supported troops. Centralized control gives the COSCOM commander control over his assets as well as his operating units.

8-4. Stock Control System

The system is basically a combination of manual and automated stock control operations at the direct support level (non-divisional) and automated stock control at the division level and at the corps and theater general support levels. Formal stock control at the TA MMC and the COSCOM MMC is not maintained for supplies at the direct support (DS) level. For stock control purposes, supplies issued to DS units and division support commands (DISCOM) are dropped from MMC stock record

*COMMZ—Corps rear boundary to the rear of the theater area.

accountability, and are not included in corps or theater assets. Exceptions to this policy include items designated as SIMS (AR 710-1), DX, and operational readiness float (AR 750-1) for which each COSCOM MMC will maintain both asset visibility and control. Formal stock control for supplies at DS level is maintained by the non-divisional DSU and by the DMMC for the divisional DSU.

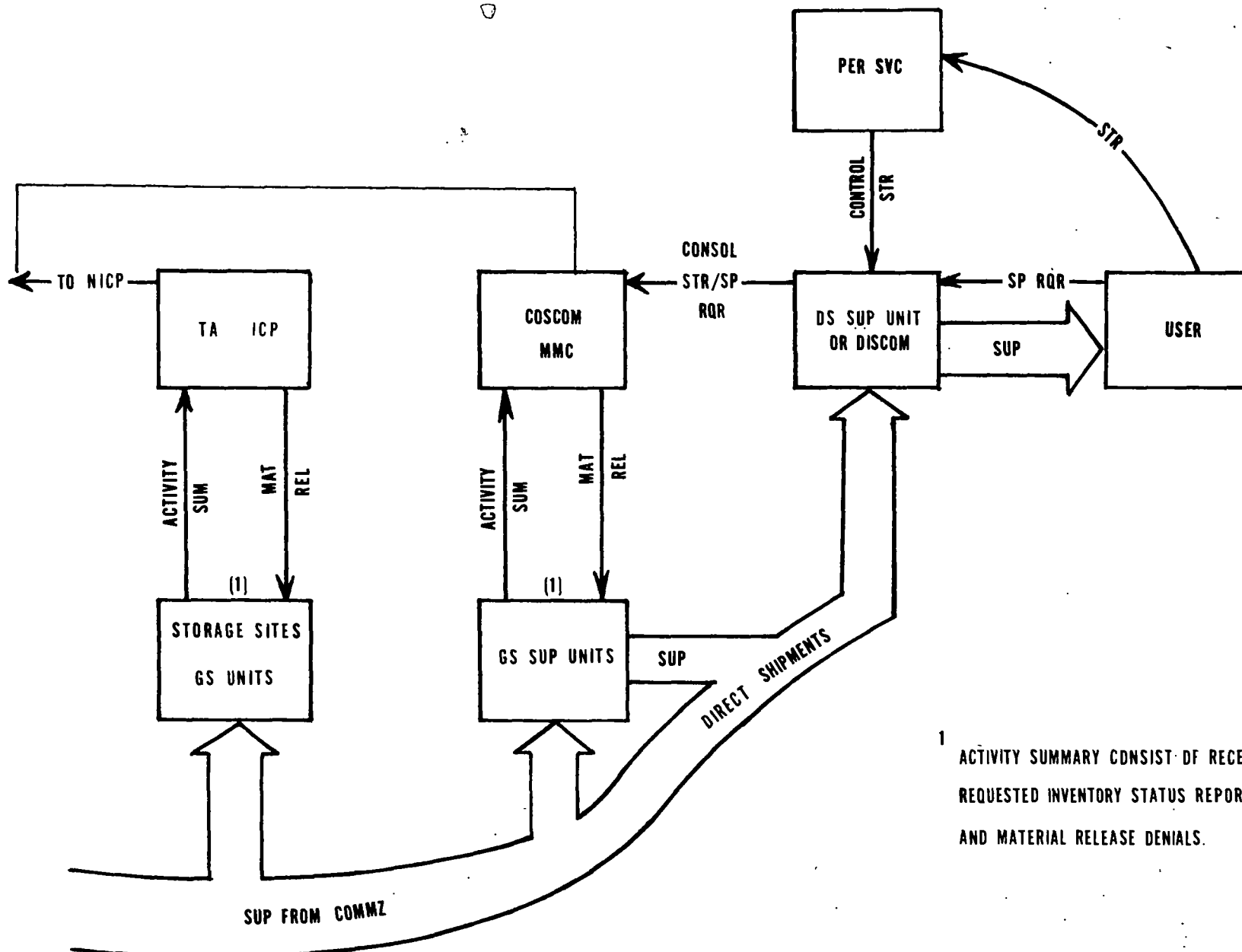
a. GS Storage. Minimum records are maintained at the GS storage location consisting of locator files shipment records, DX records, condition code records, and applicable TAMMS (TM 38-750) records. The TA MMC will maintain asset visibility and control over the TA critical items list consisting of a selective low number of combat-essential items.

b. COSCOM MMC. The COSCOM MMC meets demands from supported units by directing shipments from any source under COSCOM jurisdiction or by referral to TA MMC for TA critical items as directed to appropriate NICP. It makes recommendations concerning levels of supply and additions to, or deletions from, authorized stockage lists. It forecasts and computes COSCOM requirements and provides necessary records to support activities as outlined in Army Field Stock Control regulations. The MMC together with other functional control centers, is serviced by a common computer complex. The COSCOM MMC is the heart of the corps level supply management system. Its mission is to provide integrated inventory management for all classes of supply (except class VIII) for which the COSCOM has jurisdiction, a task that involves requirements computation, stockage levels, distribution direction, procurement direction, disposal; direction, and development of guidance for maintenance priorities.

8-5. Flow of Requisition and Supply Distribution
In operation, the full potential of automatic data processing equipment (ADPE) is exploited at

COSCOM MMC and TA MMC. Transceivers, card-punch machines, and other mechanical devices and a reliable communications net combine to complete the means available for rapid and accurate transmission of supply information. From division and non-divisional DS units, supply requirements are transmitted to the appropriate COSCOM MMC where shipping instructions are issued to storage units. If the required items are not available among the stocks controlled by a particular center, or are available, but can not be issued under the current fill/pass logic, the requirements are transmitted to TA MMC for action. All shipments are made in accordance with routing instructions and releases issued by the MMC.

a. Consumable Commodities. Strength reports and reports of equipment densities, with the addition of any special requirements, act as the triggering device to cause consumable commodities to be shipped (fig 8-1). Strength data are obtained through personnel reporting channels. The using unit submits special supply requirements to its supporting supply unit. The COSCOM submits strengths and special requirements to the TA MMC or NICP as appropriate. Shipments of consumables from COMMZ may bypass storage sites, GS and DS when practical. Supply shipments are in accordance with a distributions plan prepared by the COSCOM MMC. For those requests that are not available at the TA HQ, the requests will be transmitted to the NICP for action and distributed by the Direct Support System (DSS) or other systems as directed. The DSS is a distribution management procedure for supplying selected classes of materiel from designated depots in the continental United States directly to the lowest level possible (including the user), by passing present theater depots and general support units overseas and installation supply activities in CONUS.



¹ ACTIVITY SUMMARY CONSIST OF RECEIPTS, REQUESTED INVENTORY STATUS REPORTS, AND MATERIAL RELEASE DENIALS.

Figure 8-1. Items Consumed As According To Strength.

Figure 8-1. Items consumed as according to strength.

b. Class IV, Class VII, and Regulated Items. Even with the use of automated systems, class IV and regulated items normally are controlled through command channels as shown in figure 8-2. Class VII items also may be controlled through command channels. User units submit requests through in-

termediate commands to the approving commander. The MMC advises the appropriate commander on availability of items. On command approval, the COSCOM MMC issues shipping instructions to the storing GS unit that makes shipment directly to the user or passes the requisition to CONUS NICP's.

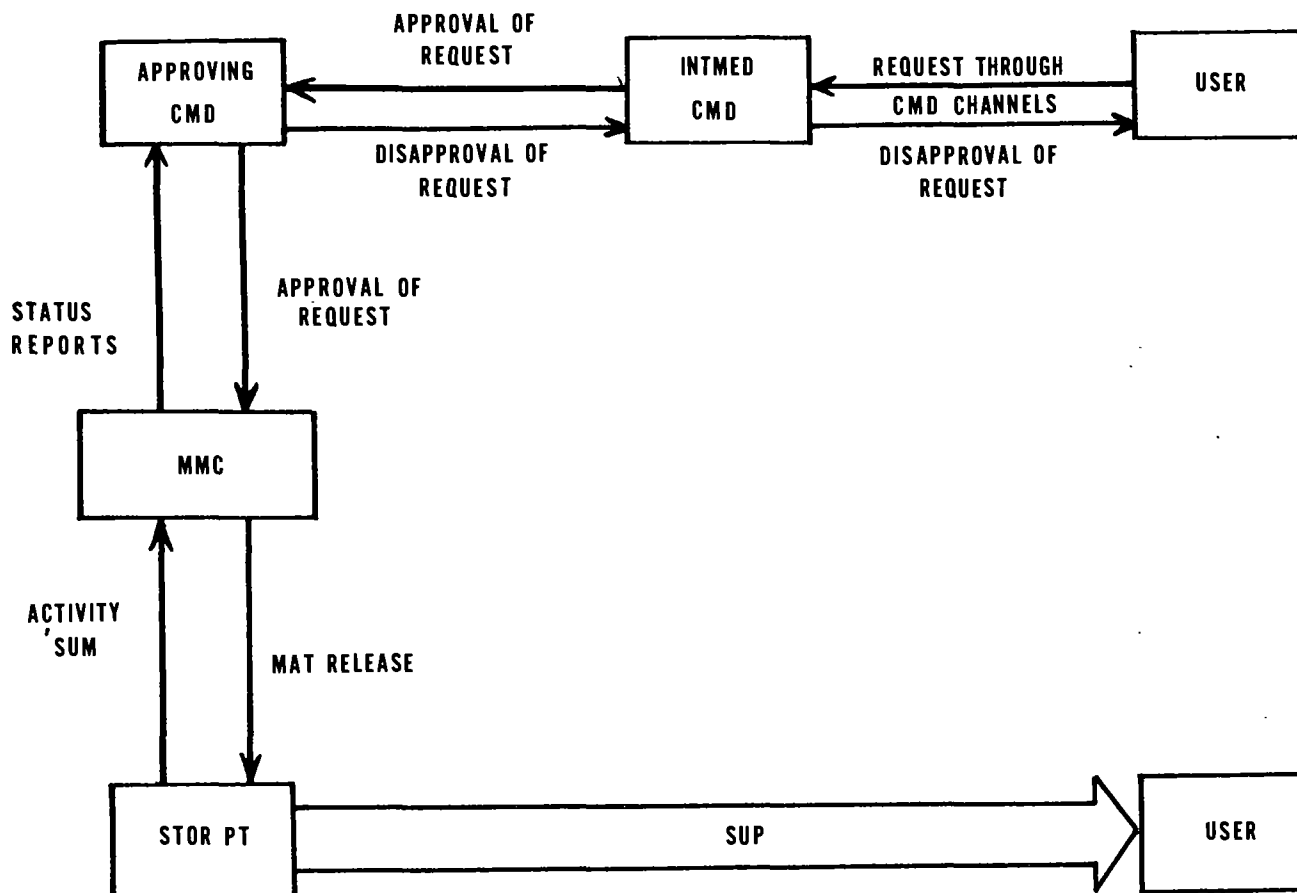


Figure 8-2. Class IV, class VII and regulated items.

c. Nonregulated Class II Supplies and Packaged Class III Petroleum, Oil, and Lubricants. Requirements for class II supplies that are nonregulated and packaged class III petroleum, oil, and lubricants (POL), in the form of single-line requisitions, flow from the user through the various supply control elements (GS and DS supply units) as shown in figure 8-3. GS supply units are considered as storage points and react to instructions from the COSCOM MMC in the form of materiel release orders or shipping directives. They provide minimum essential reports of supply actions. DS units, including divisions, fill user requirements

from available stocks. Requirements for non-stockage list items and replenishment needs are submitted by DS elements to the COSCOM MMC using automated communications. The COSCOM MMC directs shipment from available GS stocks and coordinates with movement control center (MCC) for the movement. When the required items are not available, the COSCOM MMC passes the requisition to the NICP's. Shipments proceed as far forward as feasible, bypassing intermediate storage locations, as practicable. Shipments from CONUS depots proceed under provisions of the Direct Support System (DSS).

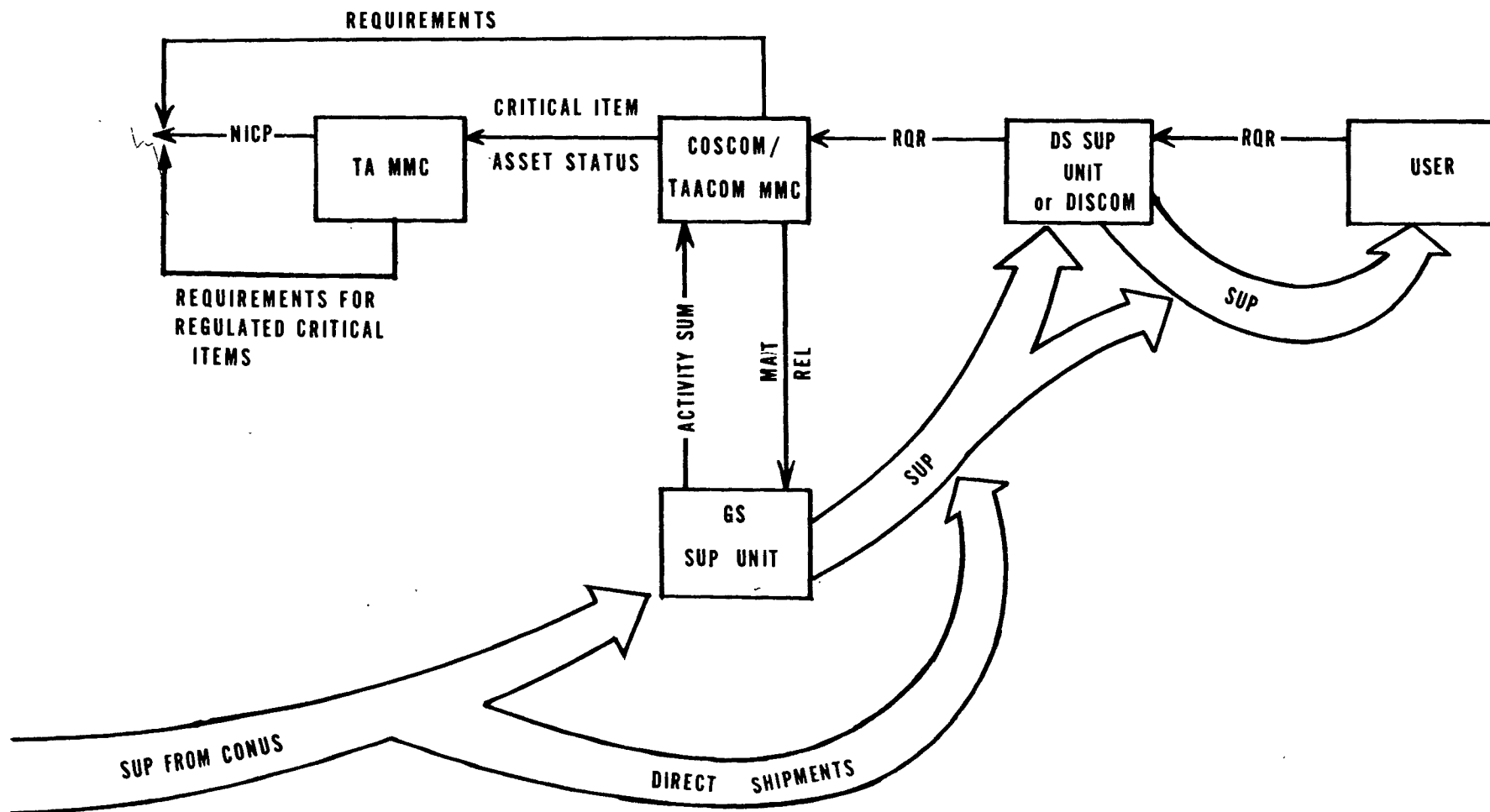


Figure 8-3. Class II supplies (nonregulated), class III packaged.

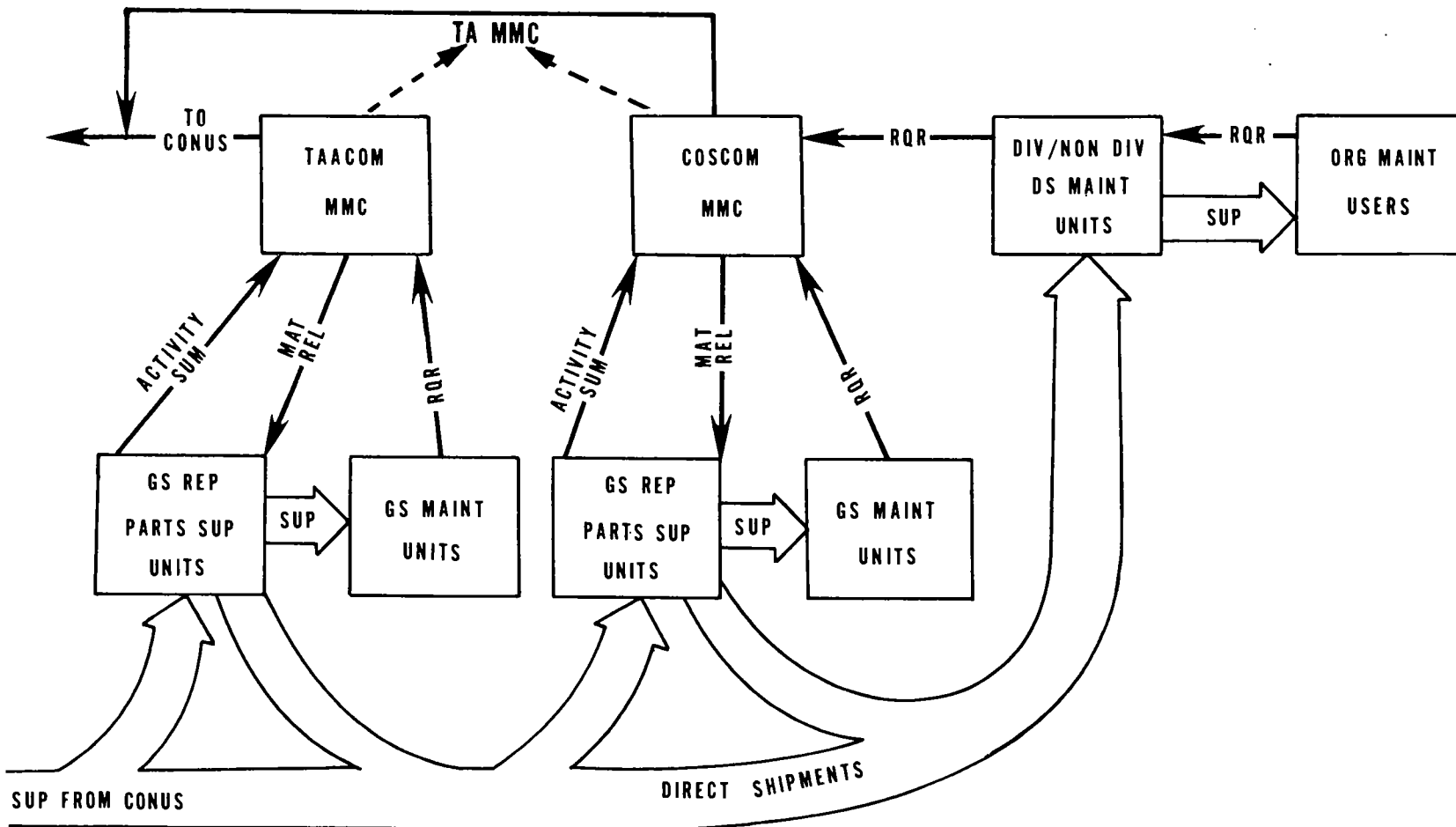
d. Class IX, Repair Parts. Requirements and supply distribution for repair parts (fig 8-4) follow a system similar to that for class II items.

(1) Requisitions for repair parts are initiated by maintenance DS and GS elements. These requirements are placed directly on the COSCOM MMC by the maintenance support elements. The COSCOM MMC releases stocks, if available, from one of the GS repair parts companies and coordinates the transportation requirement for movement. If none of the repair parts companies within the COSCOM have the required items or quantities on hand, the COSCOM MMC passes the requisition to NICP. The MMC, through balancing operations, laterally transfers stocks from repair parts units having excess available stocks to repair parts companies requiring stock replenishment.

(2) At the DS level, repair parts are provided through maintenance channels. At the GS level, all

repair parts, including aircraft and missile parts, are provided through supply channels. Aircraft and missile repair parts in the rear portion of the CRA are handled at the GS level by the aircraft and missile repair parts supply company. In the forward portion of the CRA, however, aircraft repair parts are provided by the GS repair parts supply company, which has an aircraft repair parts platoon for this purpose.

(3) Assemblies, modules, and repair parts identified as recoverable or repairable are provided through the Direct Exchange system. This system, operated on the basis of a physical on-the-spot exchange of a serviceable item for an unserviceable item, has three exchange loops. These include the user to DS DX loop, the DS to GS DX loop, and the GS to depot DX Loop. The DX system operates as shown in figure 8-5.



VIA AIR, WHERE POSSIBLE.

---- Requirements For Regulated Critical Items.

Figure 8-4. Flow of Class IX Requirements And Distribution.

Figure 8-4. Flow of class IX requirements and distribution.

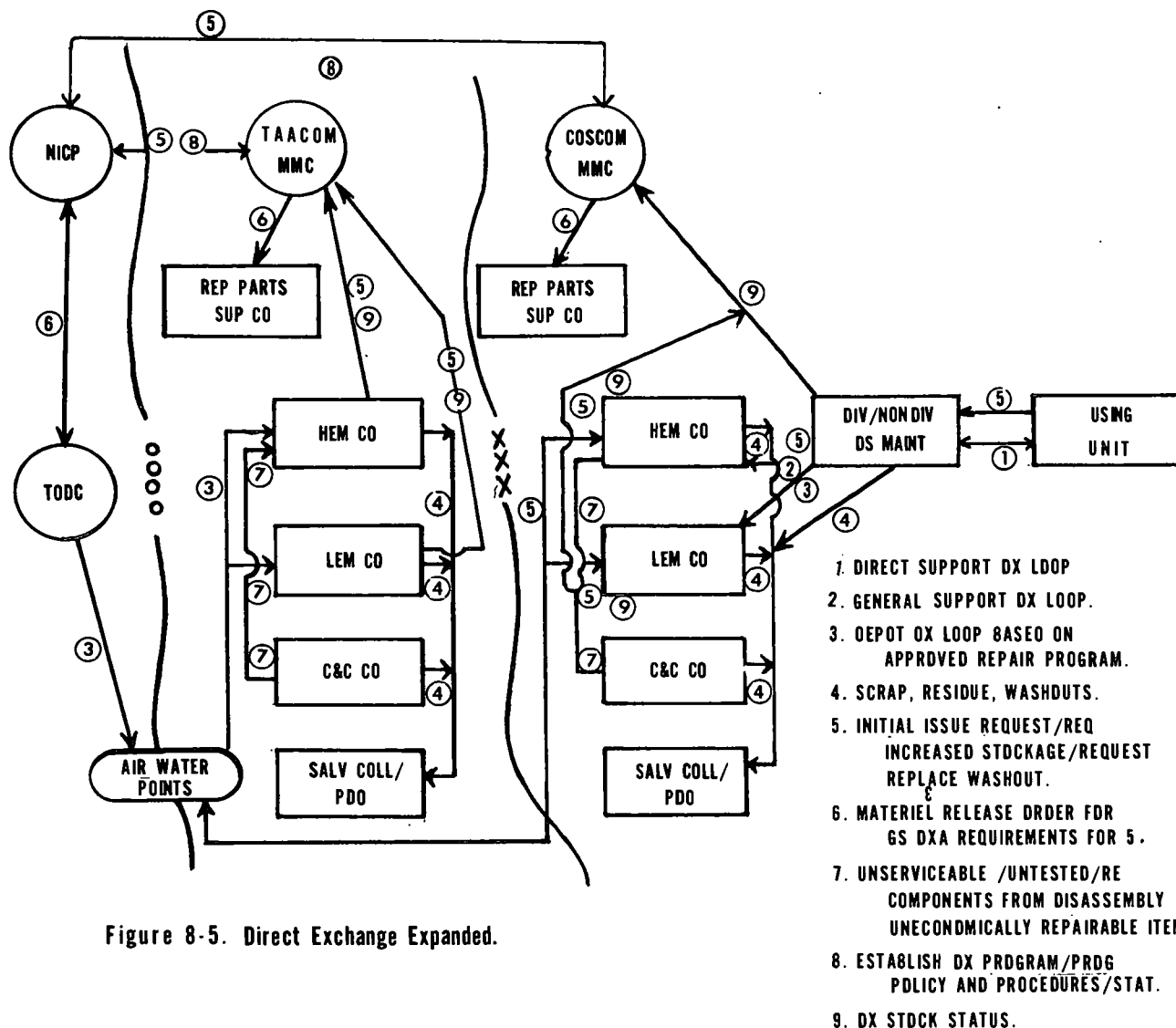


Figure 8-5. Direct Exchange Expanded.

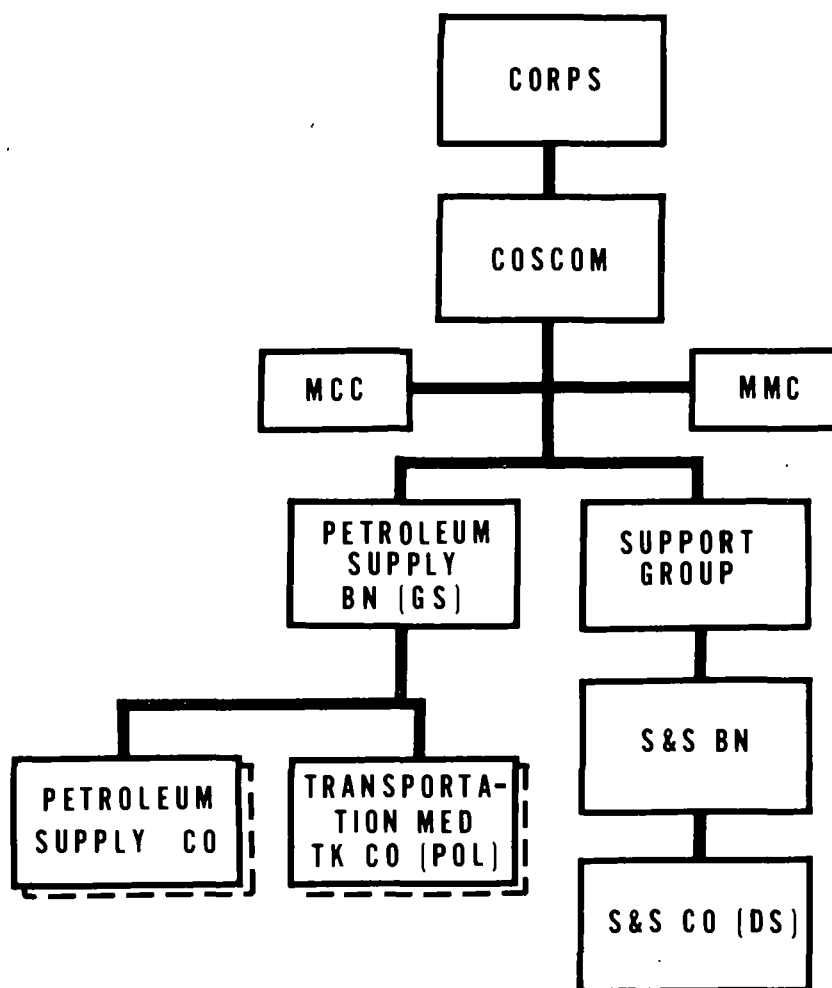
Figure 8-5. Direct exchange expanded.

e. Bulk Petroleum, DS/GS.

(1) *Flow of bulk fuel requirements and distribution.* Corps using units refill bulk fuel carriers at supply points operated by the DS S & S Companies, S & S Battalion and at the Petroleum Supply Company, POL Supply Battalions. Many situations arise where a user is closer to the GS element and actually receives resupply from that level. DS bulk fuel requirements pass to the MMC, figure 8-6, at the COSCOM, where options are available. The MMC, in coordination with the MCC, normally will direct the petroleum battalions under COSCOM to move stocks to meet the requirements; or they may, under emergency conditions, divert products, moving from COMMZ stocks and from their assigned destinations to meet unexpected requirements. COSCOM MMC consolidates the

DS/GS requirements and submits the totals to the TA MMC which in turn starts the resupply moving forward. The TAACOM forwards bulk petroleum to the furthest points practicable in the corps either by pipeline or bulk carriers. Normally bulk tankage is installed in the corps rear area by theater construction engineers or the Petroleum Operating Battalion (TOE 10-206H), operating at the end of a pipeline. Petroleum is received and stored in the bulk terminal and the Transportation Medium Truck Companies (Petroleum), Petroleum Supply Battalion, make bulk deliveries from this tankage to the supply points operated by the petroleum supply companies and supply and service companies in the corps area. Organization for class III supply in the corps area is shown in figure 8-6.

(2) *Control.* Centralized control of bulk



—— COMMAND

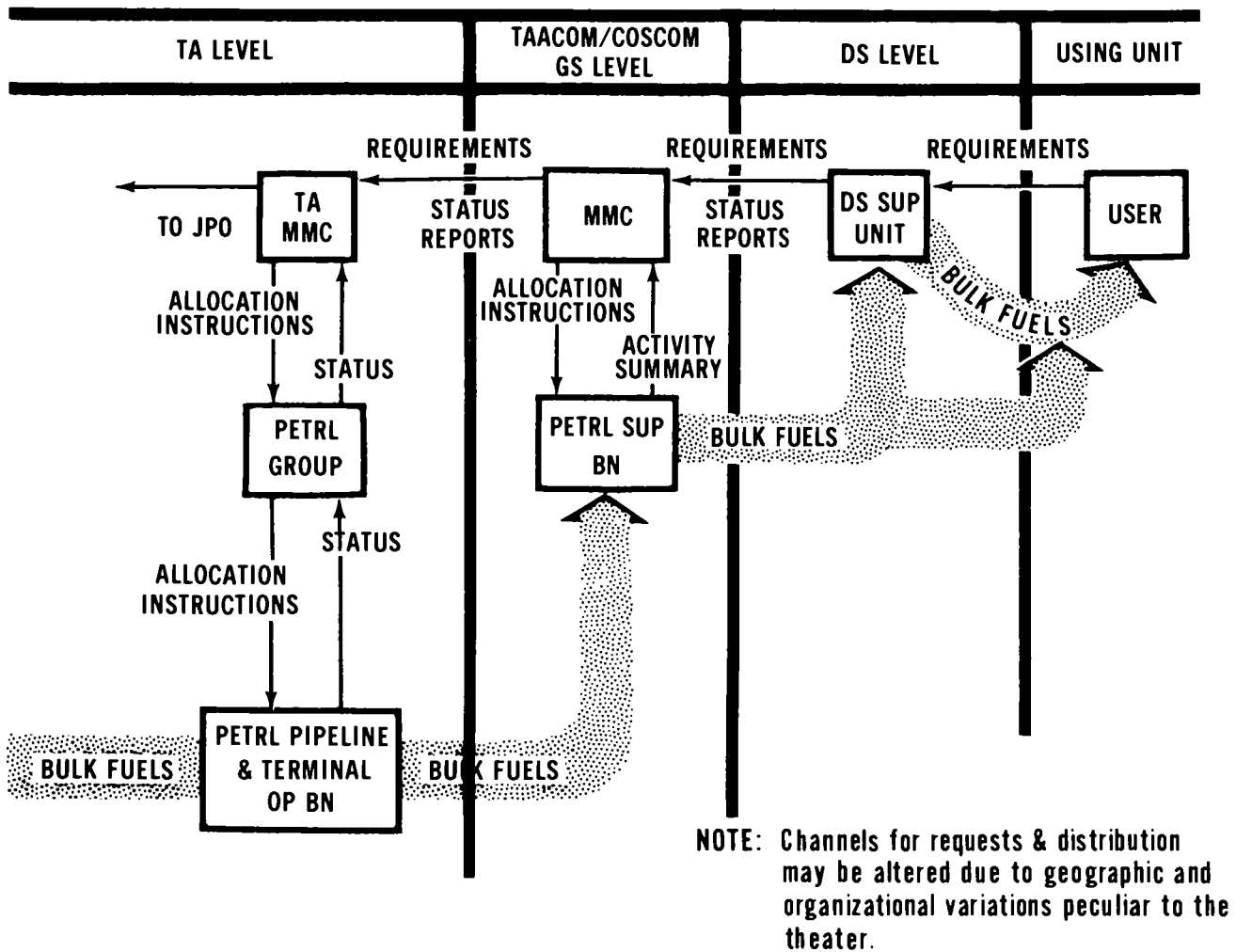
- - - VARIABLE NUMBER OF UNITS

NOTE: Petroleum Supply Battalion coordinates with MCC for convoy clearance and transportation requirements beyond the organic capabilities of the battalion.

★ *Figure 8-6. Organization for supply and distribution of bulk petroleum.*

petroleum is exercised by COSCOM (fig 8-7). The COSCOM MMC is a decision-making organization that receives requirements, in the form of forecasts for petroleum from DS units. In normal operations the DS unit submits forecasts, and requests through the MMC which monitors the

automatic resupply procedures. If conditions require that the resupply must be allocated, the COSCOM MMC will effect materiel release orders to the petroleum supply battalion prior to shipment of fuel to the DS units.



★ Figure 8-7. Bulk petroleum flow.

f. Class VIII, Medical Materiel. Requirements for medical materiel for corps units flow from the users to the MEDSOM unit (field) or a medical unit designated by the medical brigade. The MEDSOM unit (field) also provides medical supply support to the divisions assigned to the corps. Supply point distribution is used.

g. COMSEC. United States Army Communications Command (Theater) provides the COMSEC logistic support in the theater of operations. Organizational elements for providing COMSEC logistic support in a theater of operations are the Theater COMSEC Logistic Support Center (TCLSC), the COMSEC Logistic Support Center (CLSC), and the COMSEC Logistic Support Unit (CLSU).

(1) The TCLSC is the principle COMSEC Logistic Support facility in the theater. The TCLSC is an element of the USACC (Theater) and, as such, is responsive to the theater commander through the commander USACC (Theater) (para 8-8e). The CLSU in a typical corps is an organizational element of the TCLSC and is attached to the corps signal brigade. It provides direct support (DS) and general support (GS) and has a mobile maintenance capability. The CLSU may also be established to meet variations in the typical theater. It can be an organic element of a TCLSC or a separate unit for support on a geographical basis. In the latter case, the CLSU may be an element of a USACC subordinate command but under the technical direction of the TCLSC.

(2) The CLSC provides COMSEC logistic support to a numbered army when organized or to an equivalent force and other activities as directed; for example, other services (non DOD) activities and allied plans. A USACC (Theater) CLSU provides—

(a) Integrated management of COMSEC materiel, to include stock control of COMSEC equipment, ancillary items, special tools and test equipment, designated repair parts and software.

(b) Collection, maintenance and reporting of COMSEC logistic data as prescribed.

(c) Management and control of joint and allied COMSEC software as assigned.

(d) Receipt, storage and issue of COMSEC materiel.

(e) DS & GS maintenance of COMSEC equipment.

(f) Mobile maintenance contact teams. FM 11-23 contains additional details on communications logistic support to the corps.

8-6. Supply Levels

The Department of the Army prescribes stockage

objectives for the theater army in terms of days of supply, and the theater army commander prescribes levels for the combat zone and the COMMZ. Exceptions to those levels may be made, i.e., NATO requires a 14-day level for class V items to be within the corps area. See AR 11-11 and AR 11-12 for additional data on supply levels. For purposes of this manual, corps stockage levels are established as follows:

a. Except for repair parts and medical supplies, the stockage level is:

(1) Brigade area. 1 to 3 days at the DSU.

(2) Division area. 3 to 5 days at the DSU.

(3) Corps area. 3 to 5 days at the DSU. 30 days or less at the GSU.

b. Repair parts are stocked in varying amounts up to 15-day stockage objectives at each supply echelon in the COSCOM. The number of days of supply stocked is determined by the characteristics of particular repair parts.

c. Medical supply levels in corps units normally will not exceed 10 days. The MEDSOM unit (field) also maintains a 10-day stockage objective for backup stockage to meet unexpected demand surges.

8-7. Functionalization of Supply

At the GS level, supply support for all classes of supply except V and VIII is functionalized for command and control purposes in the supply and services battalion. However, supply operations can best be performed by company-size units that are organized and equipped to perform specified functions. These functions include—

a. Providing storage points to regulate the flow of supplies.

b. Handling large tonnages of supplies by use of materials handling equipment.

c. Providing for breakdown of bulk shipments (containers).

d. Processing heavy materiel prior to issue.

e. Providing for supply of construction and fortification materials.

f. Providing for GS supply of repair parts.

g. Providing for stockage of items not carried by DS supply units located in forward areas.

h. Providing for emergency supply when normal throughput shipments are interrupted.

i. Carrying a portion of the theater and corps reserve stocks.

8-8. Grouping of Supplies

Supplies are grouped at the GS level by the operational requirements for processing their flow to supported units. Functionalization of supply support requires that supplies be grouped to coincide with the storage and distribution requirements rather than their end use. To meet

these requirements, supplies at the GS level are grouped into categories of general supplies, heavy materiel, repair parts, petroleum, ammunition, and COMSEC supplies.

a. General Supplies. General supplies include subsistence (class I), clothing and organizational equipment (classes II and VII), packaged POL and industrial gases. Included in this group are also the multitude of end items that may be found in tables of organization and equipment (TOE), tables of distribution and allowances (TDA), and other authorizing documents. Also included are classes VI and X. Excluded from this category are items that are supplies from other sources; for example, medical items, cryptographic material, heavy materiel, repair parts, airdrop equipment, and items supplied through the ammunition system.

b. Heavy Materiel. This category includes items that require special processing while in supply channels; for example, wheeled and tracked vehicles, artillery (self-propelled and towed), and mobile assault bridging. Because of their critical nature and high-dollar value, the issue of these items is governed by command control. Also included in this group are fortification and construction materials (class IV), special machinery, and other controlled types of equipment.

c. Repair Parts. Included in this category are supplies required to repair and maintain Army materiel less parts to maintain medical and cryptographic items. This group consists of components, subassemblies, assemblies, and small parts for end items.

d. Petroleum. Bulk petroleum consists of liquid products that are normally transported by pipeline, rail, tank car, tank truck, tank trailer, barge, or ocean tanker and stored in tanks or containers having a overall capacity greater than 55 gallons. Packaged bulk petroleum is bulk petroleum that, because of operational necessity, is packaged and supplied (stored, transported, and issued) in 5-gallon cans or 55-gallon drums.

e. COMSEC Supplies. This group includes communications security equipment, supplies, parts, and publications. The COMSEC supply and maintenance function is a responsibility of the US Army Communications Command (para 8-5g.).

8-9. Storage Operation

Functional supply units are organized into categories to streamline the supply system. Storage operation principles include direct distribution of supplies, minimum administration, maximum mechanized handling of supplies, and improved specialization of labor.

a. Direct Distribution of Supplies. Direct distribution of supplies is characterized by the bypassing of the GS level whenever possible, with delivery to the DS or user level. This is one of the most significant means of reducing inventory requirements.

b. Minimum Essential Administration. As the stock control functions of the GS units are in the MMC, the GS supply units perform only those administrative functions that pertain to storage operations. These functions include maintaining a locator system, reporting receipts, processing shipments, physical inventory and care and preservation.

c. Mechanization of the Storage Operation. GS supply is essentially a warehouse operation. The objective is to group those supplies adaptable to palletization and containerization in one supply unit and then take full advantage of mechanized handling techniques. However, it is not enough just to equip the supply units with appropriate mechanized capabilities. Preparation, handling, and movement of supplies in a manner compatible with mechanization are essential. Thus, supplies are palletized and containerized in continental United States (CONUS) and passed through the supply system to the lowest practical echelon before the mechanization chain is broken. Maximum use of materials handling equipment (MHE) in supply handling is the goal. However, substantial quantities of small lot shipments that are not adaptable to mechanized handling must be anticipated.

d. Improved Specialization of Labor. The GS supply functions can be subdivided into the tasks and skills required to perform storage operations. To maximize the productivity of supply units, they are organized to perform related tasks with groups of supplies having similar handling requirements. Based on these related tasks, supply units are organized to handle general supplies, repair parts, and heavy materiel.

□ 8-9.1. Airdrop Resupply

Airdrop resupply is generally a joint operation involving Army and Air Force units. The aircraft used in a parachute resupply mission are normally Air Force assets. However, supplies may be dropped from Army aircraft. The supplies and equipment to be airdropped, the ground transportation to move the supplies, the parachutes and air items used, and all ground personnel who support the operation are normally Army assets. Airlift support is usually controlled centrally by the Air Force component commander through the airlift commander and his airlift control center (ALCC). Requirements for airlift support are consolidated

b. Emergency Airdrop Requests. A request for emergency airdrop flows through command channels by the quickest means consistent with security. The request is passed to the command level having approval authority, usually the tactical operations center (TOC) at corps (unless the total task force within the theater is of division size, then the division would have approving authority). The Air Force airlift officer at the direct air support center (DASC), in coordination with the G-3 at the TOC, determines whether airlift resources can be used efficiently to accomplish the mission. When approved at corps, the request is transmitted from the corps TOC to the COSCOM MMC or corps MEDSOM unit (see para 8-9.1a) through HQ COSCOM and to the ALCC which fulfills the request by diverting other missions of lower priority. As requests are received, the COSCOM MMC or corps MEDSOM unit immediately coordinates with the COSCOM MCC.

These units jointly direct the actions of the supply and transportation activities. The airdrop company, located within the COSCOM, stocks appropriate quantities of classes I, III, V, and other supplies as determined by the COSCOM MMC. To insure responsiveness, a separate small account is kept for class V stock located at the airdrop company. If the supplies and equipment requested are not on hand in the airdrop company, the MMC directs the appropriate supply activity to prepare the item for shipment to the airdrop unit and coordinates with the MCC to send the shipment. As airlift is arranged by the ALCC, materiel release orders are transmitted to the airdrop unit. The airdrop unit prepares the supplies according to the mode of delivery employed and, in coordination with the MCC, delivers the supplies to the required point at the air terminal. The COSCOM MMC makes sure that stocks delivered by airdrop are replaced. (See figure 8-7.2)

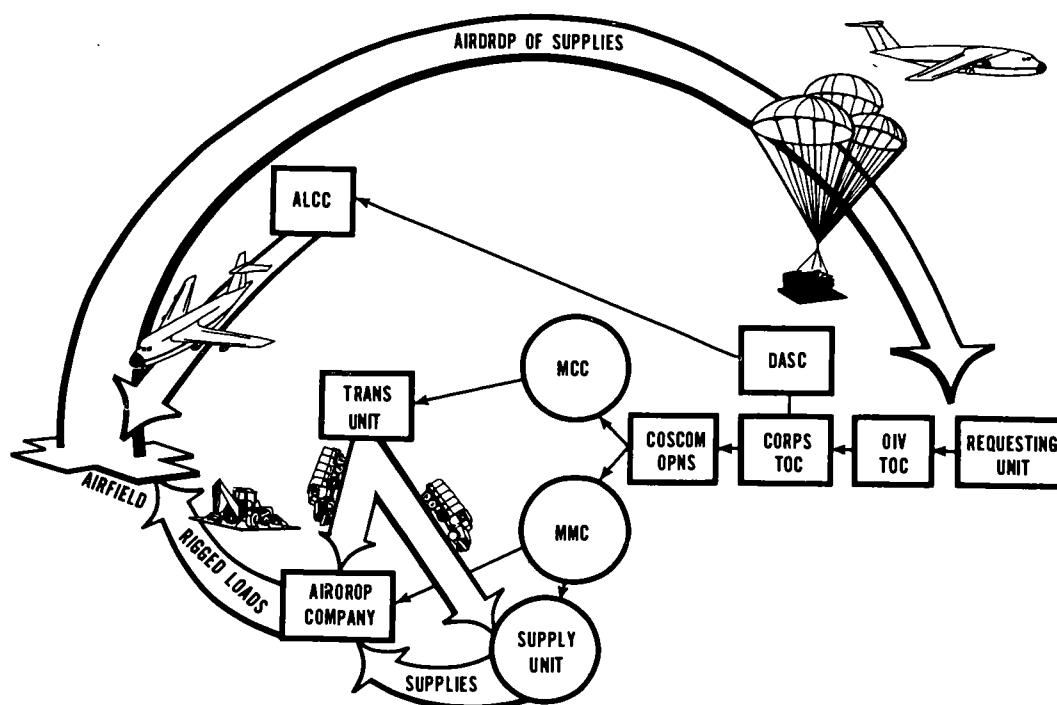


Figure 8-7.2. Emergency airdrop request channels.

Section II. FIELD SERVICE OPERATIONS

8-10. General

Field service functions include laundry, bath, clothing exchange, bakery, textile renovation, salvage, decontamination, graves registration, clothing renovation, post exchange sales and provision of general duty labor.

8-11. Direct Support

DS services as authorized within the divisional units are furnished by the supply and service company (TOE 10-7), which is organic to the Supply and Transport Battalion for each Armored, Infantry and Mechanized (AIM), ABN, Airmobile division. For nondivisional units, DS services are provided by the supply and service companies, DS (TOE 29-147), which are assigned, as required, to supply and service battalions operating in the corps and COMMZ areas. The Supply and Service Company and Supply and Service Battalion organic to divisions do not contain an organic capability for provision of field services support. This requires that these DS services be furnished by other supporting units. The Supply and Service Company, DS (TOE 29-147), which furnished DS services for non-divisional troops, contains both laundry and bakery facilities. The capabilities of this company in providing DS services are discussed in paragraphs 8-19 and 8-20.

8-12. General Support

At the GS level within the corps, field service support is provided by the Field Service GS Company, forward (TOE 29-114). The field service GS company, forward, supports a division slice. The unit includes a bakery capability; a laundry and lightweight textile cleaning renovation capability for support of divisional units; and a graves registration, collection, and evacuation capability required for support of divisional units; decontamination facilities for CBR; and, salvage and service section. In the rear portion of the CRA, the bakery function is deleted.

8-13. Laundry Service

DS laundry service (includes clothing exchange) for nondivisional troops in the corps is provided by DS supply and service companies. Laundry service for divisional units is provided by field service GS companies, forward.

8-14. Renovation

Renovation of clothing and lightweight (launderable) textiles is a function of the DS supply and service company to complement the laundry service provided in support of non-divisional units. At the GS level, the field service

GS company, forward, provides renovation service for divisions, and provides backup support for DS supply and service companies. Canvas and leather repair is a function of the maintenance service.

8-15. Salvage

a. Salvage is generated from the following sources:

(1) Normal turn-in by troops of worn or damaged supplies and equipment for replacement.

(2) Recovery of unneeded clothing and equipment from casualties.

(3) Finding of lost, abandoned, or discarded materiel on the battlefields and in billets and bivouac areas.

(4) Capture of enemy materiel.

(5) Turn-in of excess supplies.

(6) Maintenance operations (replacement of worn or damaged parts and components, and cannibalization).

b. The Salvage and Service Platoon of the Forward Field Service GS Company, (TOE 29-114), collects and receives excess supplies, seasonal turn-ins, abandoned or captured materiel, and useful scrap, which is turned in or reported to it by supported units. Generally these are items of nonmechanical nature such as clothing, footwear, webbing, tentage, canvas, individual equipment, field furniture equipment cases, 5-gallon gasoline cans, 55-gallon drums, lanterns, and one-burner stoves. This platoon may also collect and receive mechanical-type items in the above categories, which are within their handling capability such as rifles, generators, small engines, radios, and similar lightweight items. These are turned over to an appropriate maintenance unit for classification and disposition.

c. The integrated inventory management system, operating through the TA Materiel Management Center (MMC) for TA critical items and the COSCOM MMC, provide supply and maintenance managers at each of these echelons with continuous information on the status of supply and maintenance requirements. This permits both salvage and maintenance collecting points to make automatic shipment or other disposition of collected items without reporting receipts and awaiting distribution instructions from the COSCOM MMC. Only in exceptional cases (e.g., capture of a large enemy supply dump) will it be necessary for a collecting point to request disposition instructions from its parent COSCOM MMC.

(1) When the collecting points receive non-mechanical materiel, the materiel is segregated either as serviceable, unserviceable but repairable, or scrap items. Disposition is made in accordance with established standing operating procedures (SOP).

(2) Transportation requirements exceeding the organic capabilities of the supply and service battalion and requirements for line hauls are met by requirements placed on the MCC by the local TMO. Maximum use is made of returning transport.

8-16. Decontamination

The forward Field Service GS Company, provides decontamination capabilities for a division and may provide limited capabilities to non-divisional units in the corps area.

8-17. Labor Service

In the forward field service GS company, military labor is provided in the salvage and service platoon to support supply operations and the operation of a corps salvage collecting point.

8-18. Graves Registration

Graves registration in the corps encompasses recovery and identification of deceased personnel, handling and processing their personal effects, evacuation, interment, and preparation and maintenance of necessary records and reports. DS graves registration functions are provided for divisional units by the supply and service company, supply and service battalion organic (by

augmentation) to divisions. DS graves registration service is provided for nondivisional units by supply and service companies, DS (TOE 29-147) operating in corps and COMMZ. At the GS level, the graves registration platoon in the field service GS company, is organized to provide for collection, identification, and evacuation of deceased personnel. In the field service GS company, rear, this platoon is a cemetery platoon.

8-19. Bakery

Bakery service for nondivisional troops is provided by the supply and service company (DS). Bakery support for divisions is provided by a bakery section in the field service GS company, forward.

8-20. Bath

Bath DS service is provided divisional units by the supply and service company, supply and transport battalion, when augmented, and for nondivisional units by the supply and service company, DS (TOE 29-147).

8-21. Clothing and Post Exchange Sales

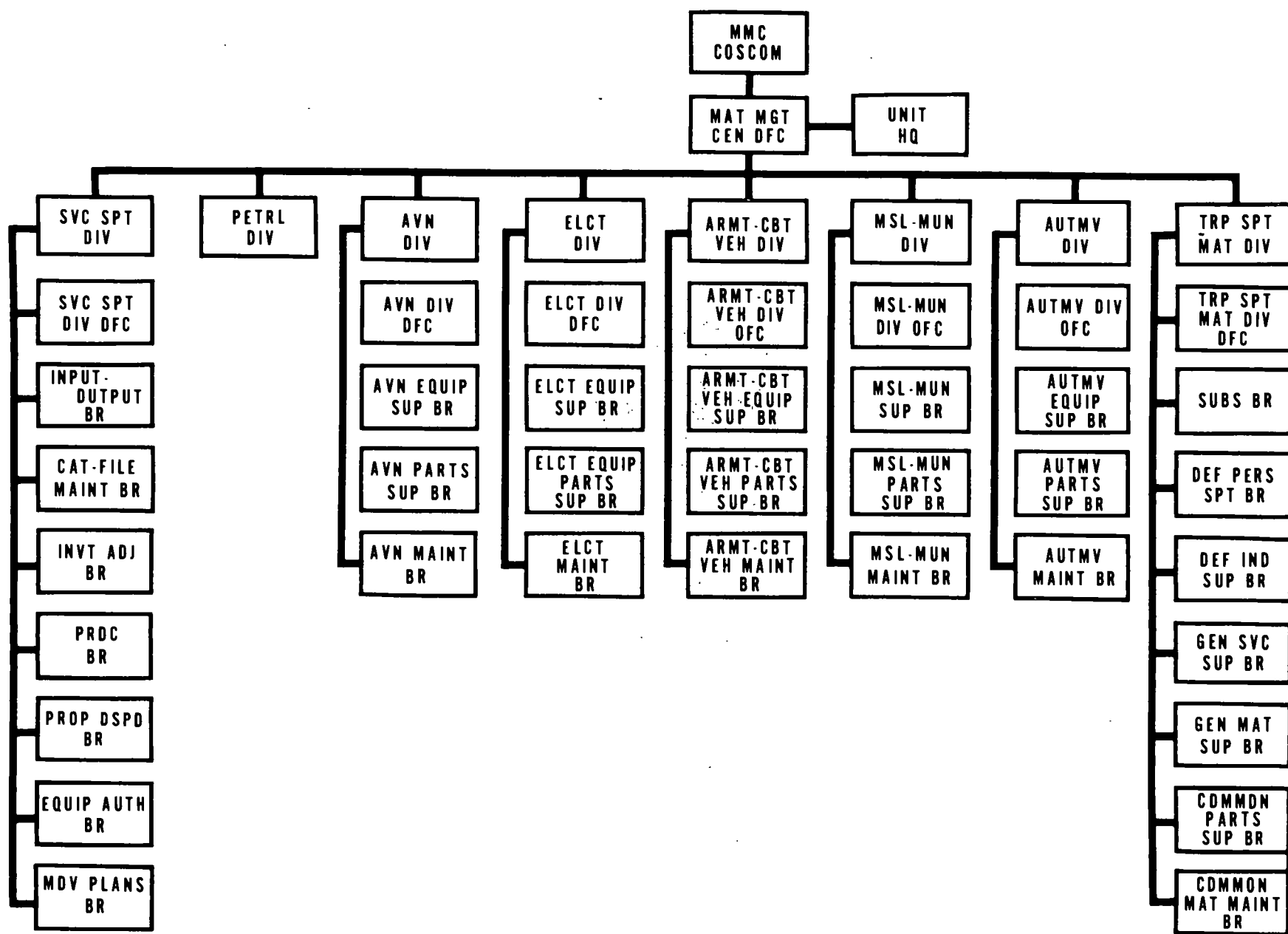
Clothing and post exchange types of sales services are provided in the field by sales detachments BA, BB, and BC (TOE 10-500), which may be attached as required to supply and service battalions in the corps support command areas and COMMZ. Sales detachments are designed to provide both mobile and static facilities for the nonprofit sale of health and comfort items.

Section III. ORGANIZATIONS AND CAPABILITIES

8-22. Materiel Management Center (MMC)(TOE 54-23)(Fig 8-8)

a. The Materiel Management Center consists of personnel who perform integrated supply and maintenance management at the COSCOM level for all classes of supply, less maps, medical, and COMSEC, and for all maintenance activities for

which the COSCOM has jurisdiction and responsibility. The MMC performs day-to-day materiel management responsibilities based on centralized, integrated materiel management and decentralized operations. The MMC acts on the requirements of supported forces.



★ Figure 8-8. Materiel management center, corps support command (forward deployed corps).

b. Normally, the MMC is assigned to the corps and allocated to the HHC, COSCOM TOE 54-22.

c. At Level I, the MMC can perform the following:

(1) Direct the operations of all supply and maintenance units under jurisdiction of the corps.

(2) Receive and process requisitions from supported commands and other designated forces and activities.

(3) Review and analyze demands and compute corps or independent force requirements for supplies, equipment and maintenance support, less maps, medical, and COMSEC.

(4) Evaluate the workload and capabilities of supported supply and maintenance units, and cross-level workload or resources to achieve compatibility and maximum efficiency.

(5) Develop and publish materiel maintenance priorities and monitor maintenance performance to insure adherence to established priorities.

(6) Collect, sort, analyze, and act upon supply and maintenance requirements.

(7) Serve as the MMC for the corps and provide data and reports required by host headquarters.

(8) Implement plans, procedures and programs for materiel management systems, to include the Army Maintenance Management

System.

(9) Approve additions to or deletions from corps or independent force stockage lists and adjustments to requisitioning objectives.

(10) Develop and publish guidance on DX operations at the DS and GS levels.

(11) Provide instructions to and monitor performance of the supporting ADPC to assure proper functioning of the automated materiel management and reporting system and the timely production of reports and data required by the system.

(12) Determine effects of new or modified supply directives on the materiel management systems.

(13) Operate on a 24-hour basis.

(14) Provide direct requisitioning upon appropriate CONUS wholesale NICP for all items less those designated critical within theater. For those items, requisitions are directed to TA MMC.

8-23. HHC, Supply and Service Battalion (TOE 29-146) (Fig 8-9)

a. This company provides command, administrative, and technical supervision for attached DS and GS supply and service units.

b. It is assigned on the basis of one per two to five operating companies in a COSCOM, independent corps force, or COMMZ.

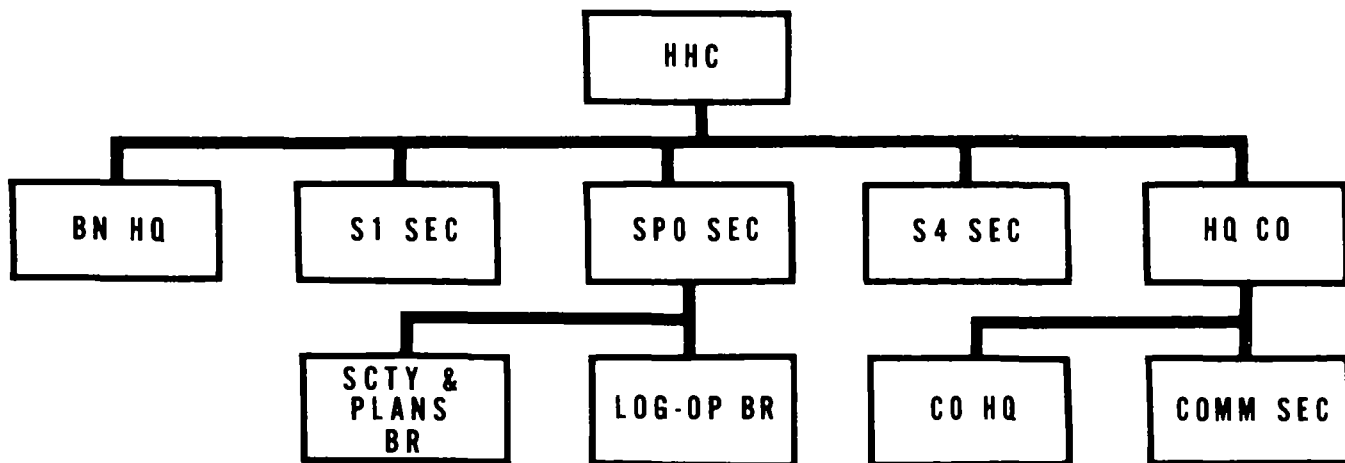


Figure 8-9. HHC, supply and service battalion.

8-24. General Supply GS Company (TOE 29-118) (Fig 8-10)

a. This company establishes and operates a

general supply facility for the receipt, storage, and issue of general supplies, except those supplies associated with medical and cryptographic func-

tions; repair parts; airdrop supplies; and those supplies associated with the heavy material supply

company. When employed in the corps rear area, it maintains a portion of the corps reserve stocks.

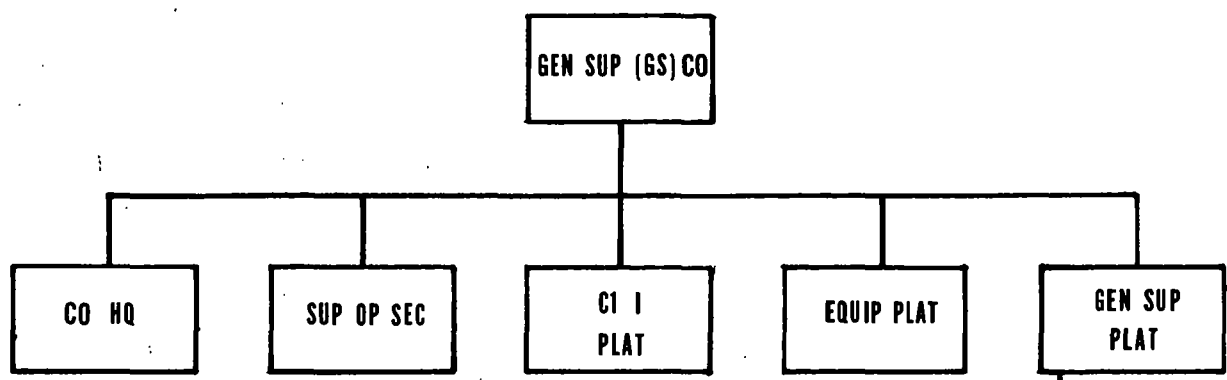


Figure 8-10. General Supply GS Company.

b. It is assigned by the COSCOM to support groups and normally is attached to HHC, supply and service battalion, on the basis of four per support group.

c. This company can:

(1) When employed in the corps rear area, handle daily approximately 800 short tons of supplies of which approximately 80 percent is handled mechanically and 20 percent is handled manually.

(2) In the corps, maintain the stocks which constitutes the authorized stockage list.

(3) When employed in the corps rear area, maintain a portion of the corps or theater reserve stocks for which the unit is responsible.

(4) Handle class I perishable subsistence when appropriate refrigeration teams TOE 10-500 series are provided.

(5) Provide industrial gases and forestry products when supplemented with appropriate TOE 5-500 engineer service organization teams. Such teams will normally operate in the corps rear area.

(6) With its equipment platoon, pool MHE and provide flexibility to meet varying workloads between the supply platoons.

8-25. Repair Parts Supply Company, GS, Corps (TOE 29-119) (fig. 8-11)

a. This company provides repair parts for all items of materiel except airdrop items, cryptographic and topographic materiel, items peculiar to missile systems, medical items, and class V supplies. Repair parts supply companies operating in the forward portion of the CRA provide repair parts for aircraft and parts for aircraft and aircraft armament subsystem items. Repair parts companies operating in the rear portion of the CRA (fig 8-12) do not provide repair parts for aircraft and aircraft armament subsystem, missile, or special weapon repair parts. This latter version also operates in the COMMZ.

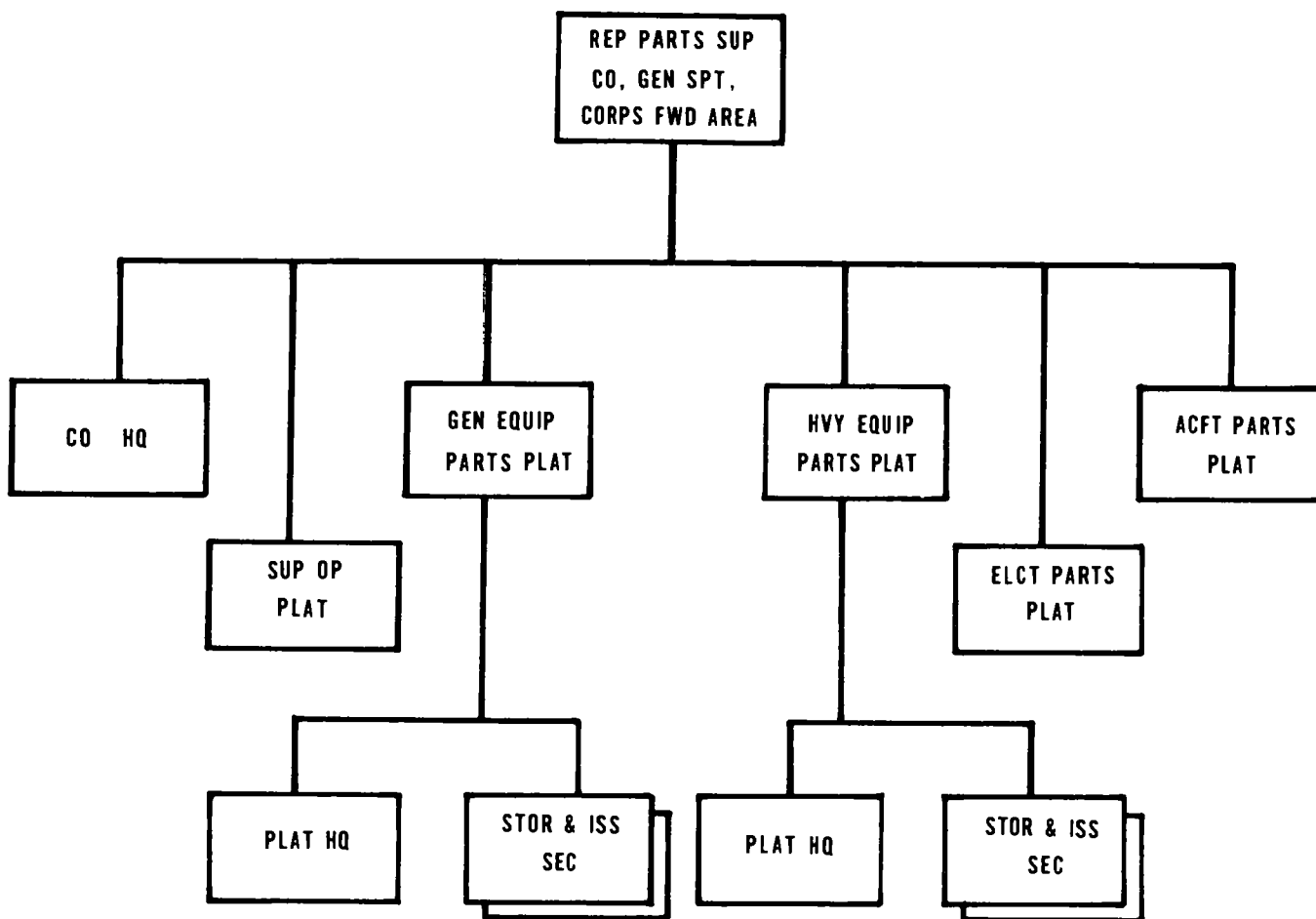


Figure 8-11. Repair parts supply company, general support (Corps).

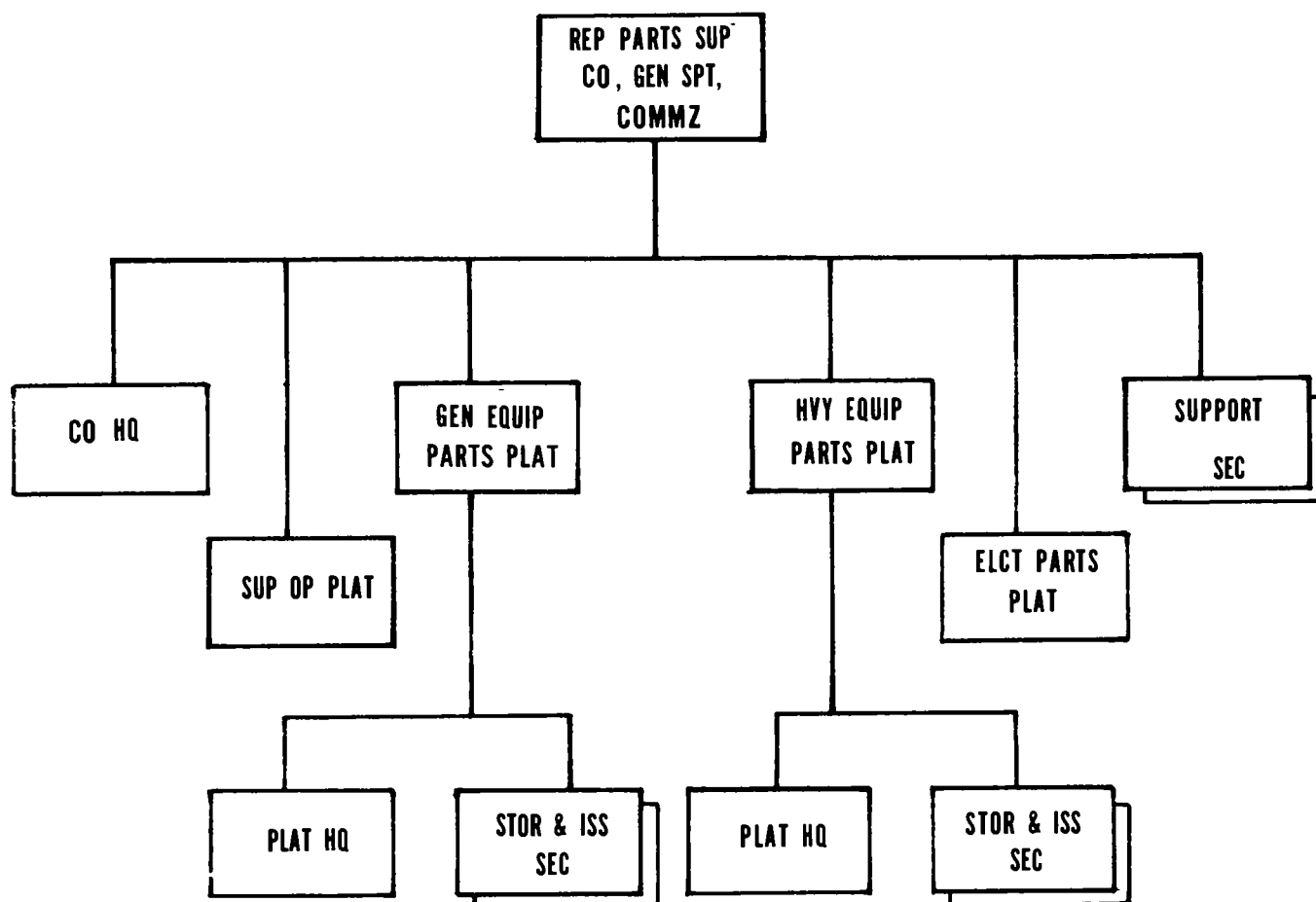


Figure 8-12. Repair parts supply company, general support, COMMZ.

b. The company is assigned in COSCOM to support groups and normally is attached to HHC, supply and service battalion, on the basis of two per support group.

c. This company can:

(1) Provide supply support for the equivalent of from two to four maintenance DS battalions and two maintenance GS battalions.

(2) When employed in the forward portion of the corps rear area, stock about 35,000 line items of repair parts. When employed in the rear portion of the CRA or COMMZ, the company can stock about 40,000 to 45,000 line items.

(3) Store up to 15 days' supply of selected fast-moving repair parts in the forward portion of the CRA. The company stores up to 30 days' supply of repair parts, excluding parts for aircraft and aircraft

armament subsystems and missiles in the rear portion of the CRA and the COMMZ.

8-26. Aircraft and Missile Repair Parts Supply Company, GS (TOE 29-129) (Fig 8-13)

a. This company provides GS supply of class IX repair parts support for Army aircraft, Army aircraft armament subsystems, avionics, and missiles, less repair parts peculiar to special ammunition. Stock control functions are performed by the MMC in the same manner for these companies as for other GS supply units. This company ships repair parts to GS and DS aircraft and missile maintenance companies located in the rear portion of the CRA and to the repair parts GS company, forward, located in the forward portion of the CRA based on materiel release orders and shipping instructions from the MMC.

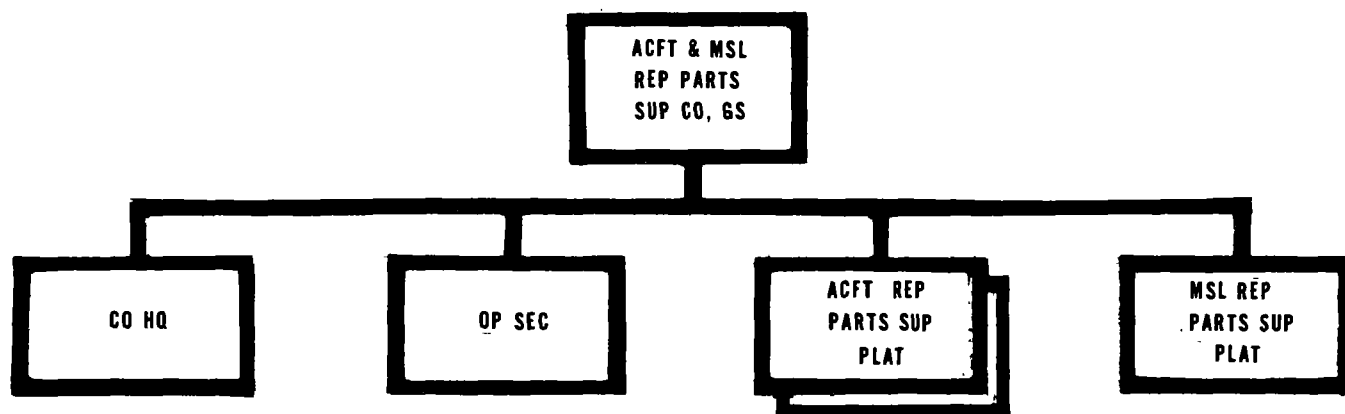


Figure 8-13. Aircraft and missile repair parts supply company, GS.

b. It is assigned in COSCOM to the corps support group located in the rear portion of the CRA and normally is attached to the HHC, supply and service battalion (TOE 29-146), on the basis of two per corps.

c. This company can:

(1) Provide repair parts support for Army aircraft and Army armament systems and avionics. The items provided include only those that are peculiar to Army aircraft, avionics, and Army aircraft armament subsystems.

(2) Provide repair parts support (less repair parts peculiar to special ammunition) for missile systems. Items provided by this unit include only those that are peculiar to the missile systems.

(3) Stock up to 15 days' supply of selected fastmoving repair parts when employed in the corps rear area.

8-27. Heavy Materiel Supply Company, GS, (TOE 29-127) (Fig 8-14)

a. This company receives, stores, maintains in-storage, prepares for issue, and issues all types of self-propelled and towed equipment to divisional and nondivisional units; receives, stores, and issues fortification and construction supplies and bridging equipment; and combat loads equipment prior to issue.

b. It is assigned in COSCOM to support groups and is normally attached to HHC, supply and service battalion, on the basis of two per support group located in the rear portion of the CRA and one per support group located in the forward portion of the CRA.

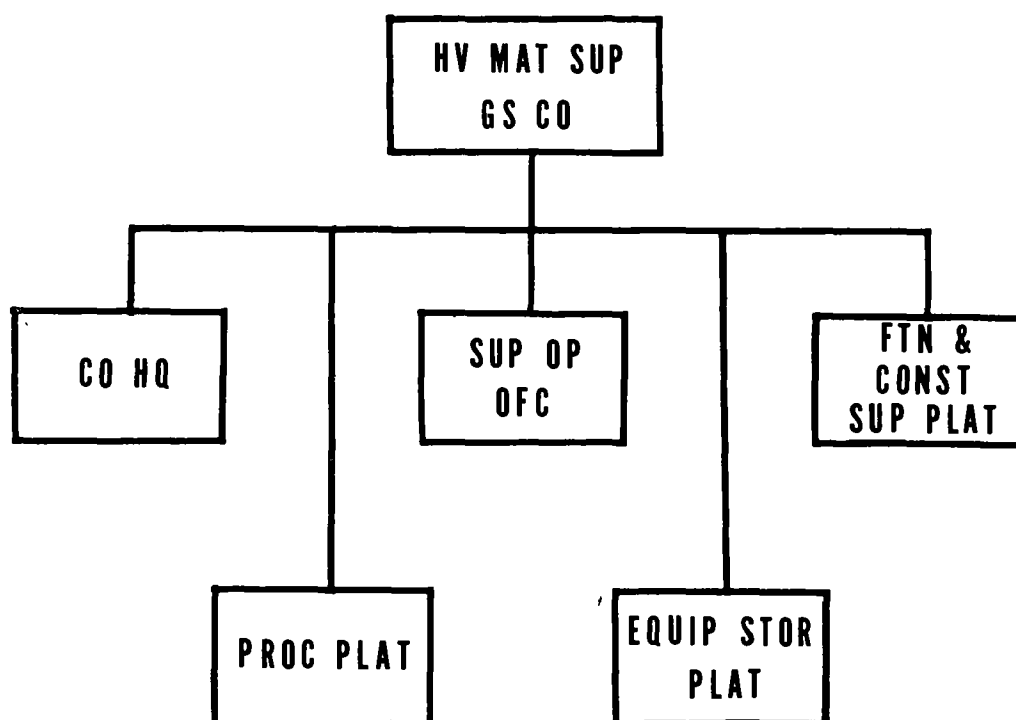


Figure 8-14. Materiel supply GS company.

c. This company can:

(1) Provide GS supply of class VII wheeled, tracked, and towed end items.

(2) Perform all required operations incident to the receipt, storage, processing for issue, and issue of combat equipment and tactical and special purpose vehicles. Processing includes the initial processing, deprocessing, in-shortage (organizational) maintenance, installation, and inspection of vehicular-mounted communications equipment.

(3) Perform combat loading of vehicles prior to issue, when required.

(4) Operate a supply point for the receipt, storage, and daily issue of approximately 150 tons of fortification and construction supplies.

(5) Maintain the stock which constitutes the authorized stockage list.

(6) When employed in the rear portion of the CRA, it maintains a portion of the corps reserve stocks.

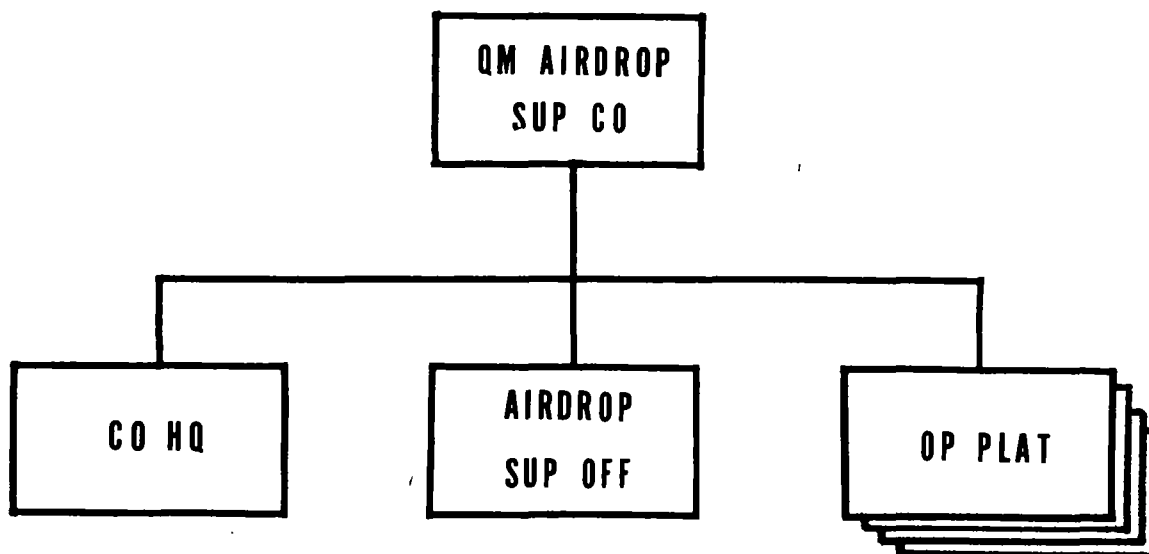


Figure 8-15. QM airdrop supply company.

8-28. QM Airdrop Supply Company (TOE 10-407)(Fig 8-15)

a. This company provides parachute packing, temporary storage, and rigging of supplies and equipment for airdrop by Army, Air Force, and/or other service aircraft and provides technical assistance in the recovery and evacuation of airdrop equipment.

b. It is assigned in COSCOM to a corps support group and is normally attached to HHC, supply and service battalion.

c. The airdrop company can:

(1) Receive, store, and prepare (to include packing of parachutes and rigging of loads) 200 tons daily of selected items of all classes of supplies and equipment for airdrop.

(2) Maintain the stock of supplies required for airdrop operations.

(3) Perform maintenance on and provide direct exchange for personnel parachutes used by Army aircraft crews.

(4) Assist, as required, in the loading of supplies in aircraft for airdrop, and for ejection from aircraft in flight.

(5) Supplement, when necessary, the capabilities of other units engaged in parachute packing, parachute maintenance, and airdrop support operations. It can provide technical assistance in recovery and evacuation of airdrop equipment.

d. For further information on airdrop requests see paragraph 8-9.1.

■ 8-28.1. Airdrop Equipment Repair and Supply Company (TOE 10-417)(Figure 8-15.1).

a. This company establishes and operates a support activity for general support supply, direct and general support maintenance, and reclamation of airdrop equipment.

b. It is assigned to TAACOM or, when employed to support an independent corps force or an airborne division, to a COSCOM. This company is normally attached to HHC, supply and service battalion, TOE 29-146.

c. The company can:

(1) Receive, classify, and perform direct and general support level maintenance on airdrop equipment in support of one quartermaster airdrop supply company or in support of one airborne division.

(2) Receive, store, and issue airdrop equipment.

(3) Perform direct and general support level maintenance on airdrop equipment used in Army aircraft.

(4) Maintain a prescribed level of airdrop equipment.

8-29. Field Service Company, Forward GS (TOE 29-114)(Fig 8-16)

a. This company provides field services including laundry, lightweight textile renovation, graves registration services, decontamination service, bakery services, salvage, and a pool of general duty (labor) personnel.

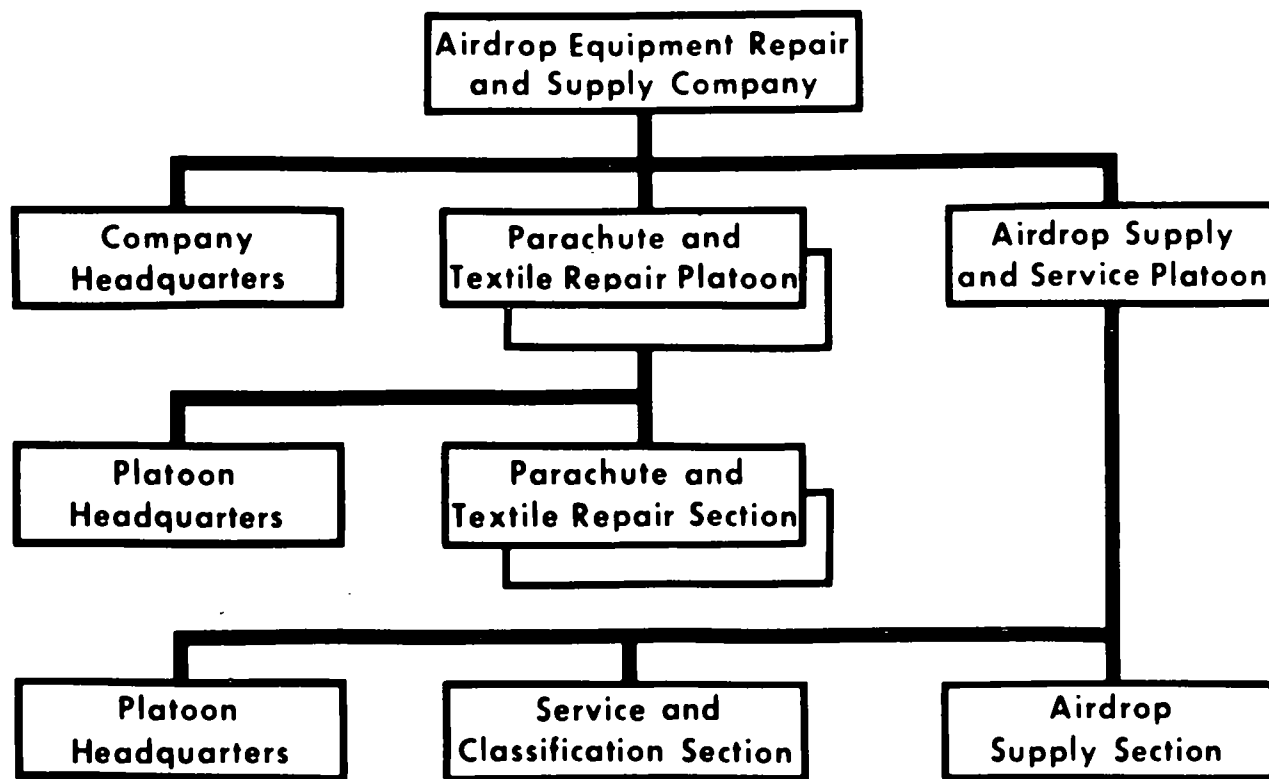


Figure 8-15.1. Airdrop equipment repair and supply company.



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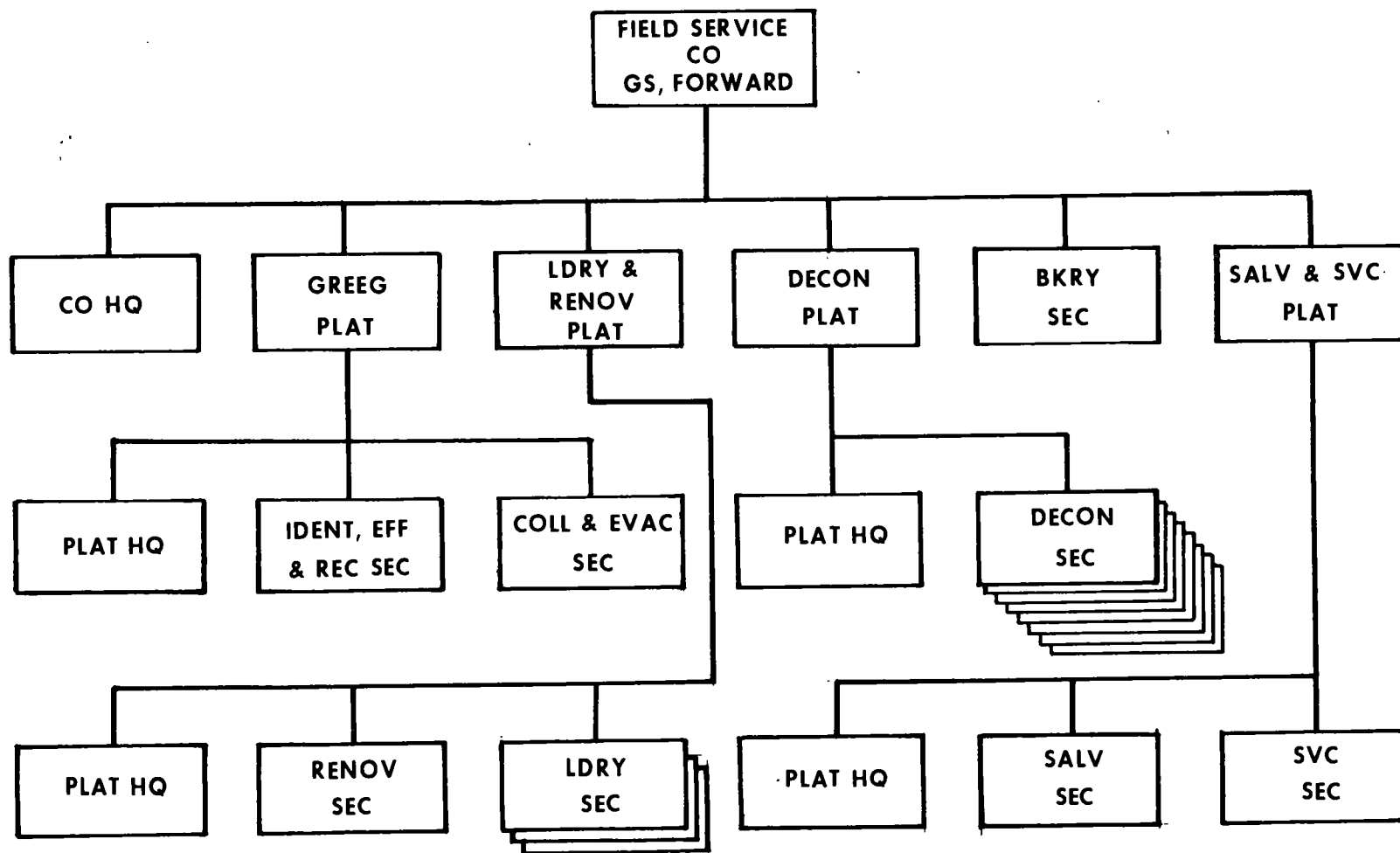


Figure 8-16. Field service company, forward, GS.

b. It is assigned in COSCOM to HHC, Supply and Service Battalion, in support groups located in the forward portion of the CRA, on the basis of one per division supported.

c. This company can:

(1) Operate graves registration collection, evacuation, and identification points in support of divisional and nondivisional DS graves registration activities.

(2) Provide, when operating on two 10-hour shifts per day, bulk laundry and clothing exchange service in support of approximately 16,000 troops, or provide emergency clothing impregnation service for approximately 12,800 troops. It can maintain prescribed stocks of clothing for issue on an emergency basis to replace contaminated clothing.

(3) Provide renovation of lightweight textiles in support of approximately 16,000 troops.

(4) Perform field chemical, biological, and radiological, decontamination of critical in-

stallations, terrain, and materiel in support of 16,000 troops; operate emergency personnel decontamination station with a capacity of 480 individuals per hour; and, as required, adapt for emergency firefighting and mobile shower service.

(5) When operating on one 12-hour shift per day, bake and provide fresh bread for approximately 16,000 divisional troops based on a normal bread ration of 0.5 pound per man per day.

(6) Operate a salvage collecting point in the corps area and provide limited classification of items turned in at each point.

(7) Provide a pool of general duty (labor) personnel to augment operating element of GS units.

8-30. Supply and Service Company, DS (TOE 29-147) (Fig 8-17)

a. This company provides DS supplies and services to non-divisional troops.

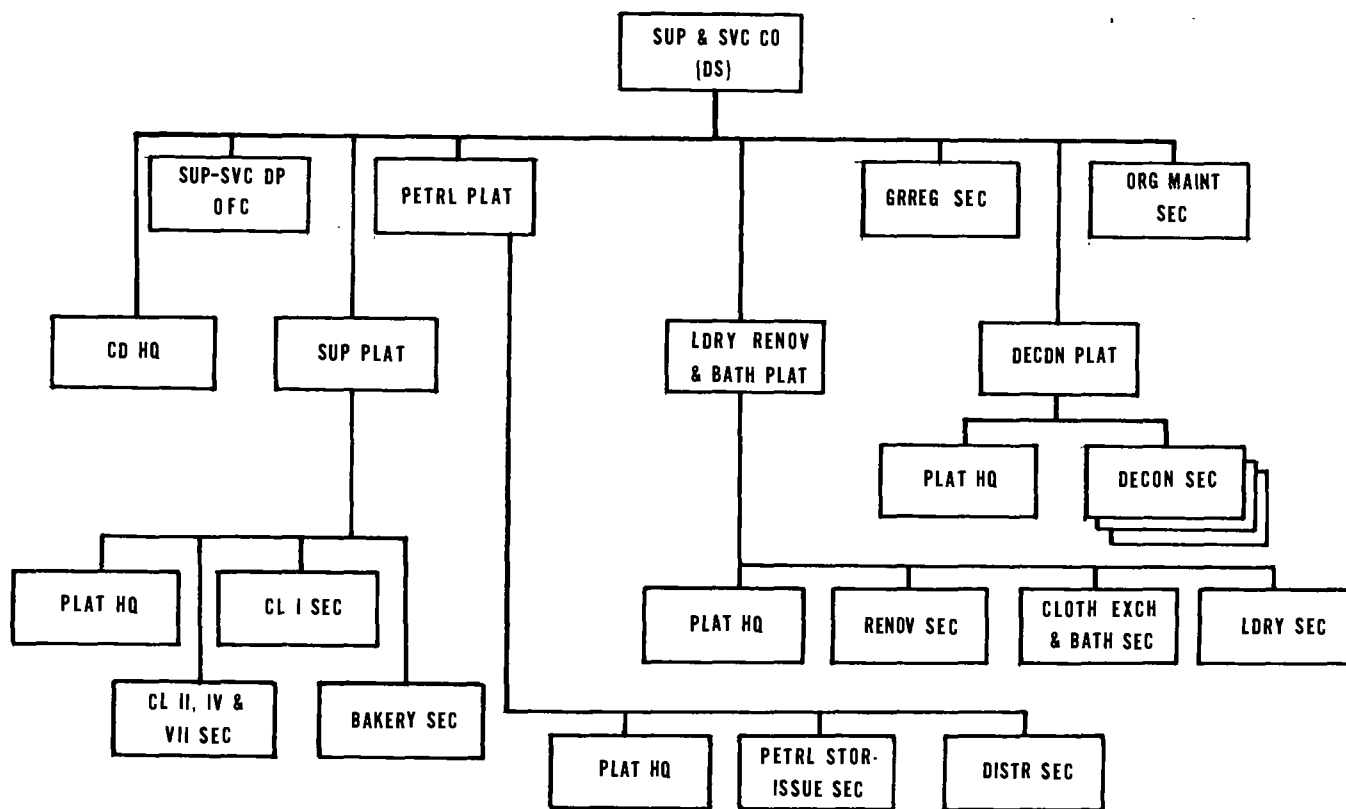


Figure 8-17. Supply and service company, direct support.

b. It is assigned to the COSCOM and is normally attached to HHC, supply and service battalion, on the basis of one per 8,000 nondivisional troops supported.

c. This company can:

(1) Provide DS supplies and services for approximately 8,000 nondivisional troops.

(2) Operate supply and service points.

(3) Requisition, receive, store, and issue, class I, class II, III packaged, IV, and VII supplies, except marine and rail peculiar equipment, cryptographic supplies, and airdrop equipment.

(4) Requisition, receive, store, issue, and distribute bulk class III supplies as follows:

(a) Bulk storage 10,000-gallon (collapsible) tank 170,000 gallons total.

- (b) Local delivery (two trips)-46,500 gallons.
- (5) Provide graves registration (collection, evacuation, and identification) services.
- (6) Provide, operating two 10-hour shifts per day, field laundry service for approximately 8,000 nondivisional troops based on a support requirement of 6 pounds per man per week. It can maintain prescribed stocks of clothing for issue on an emergency basis to replace contaminated clothing.
- (7) Provide bath and clothing exchange service.
- (8) Provide renovation service for clothing and lightweight (launderable) textiles.

(9) Provide, operating on a single shift basis, fresh bread based on a bread ration of 0.5 pound per man per day.

(10) Maintain prescribed reserves of supplies for which the unit is responsible.

★ 8-31. HHC Petroleum Supply Battalion (TOE 10-226) (Fig 8-18)

a. This company commands, controls, and supervises the operations of attached petroleum units (both storage and distribution) that operate and maintain storage facilities and provide for wholesale distribution of petroleum products.

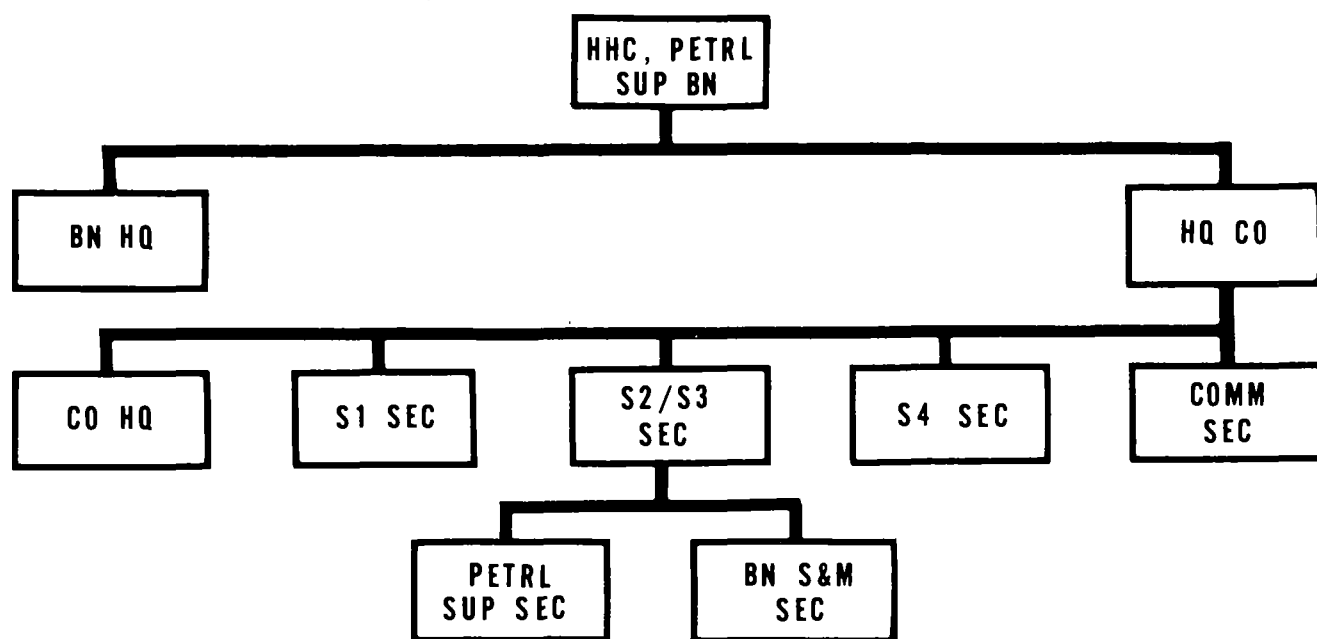


Figure 8-18. HHC, petroleum supply battalion.

b. It is assigned to COSCOM on the basis of one per two to six petroleum supply or transportation medium truck companies (petroleum).

c. This battalion can:

(1) Command two to six petroleum supply companies or transportation medium truck companies (petroleum).

(2) Based on COSCOM MMC direction, plan for the storage and distribution of bulk petroleum products required by divisional and nondivisional direct support (DS) units in the corps area.

(3) Maintain a prescribed portion of the Corps/TAACOM petroleum stockage through its attached units.

★ 8-32. Petroleum Supply Company (TOE 10-227) (Fig 8-19)

a. This company can establish and operate temporary petroleum storage facilities for general support transfer operations in support of divisional and nondivisional units. The company lays, operates, and retrieves petroleum hoses, as required, and maintains a prescribed portion of the command bulk petroleum service stocks.

b. It is assigned to the petroleum supply battalion, COSCOM.

c. This company can:

(1) Provide and operate collapsible bulk petroleum storage facilities.

(2) Conduct bulk transfer and break-bulk operations for further distribution of petroleum, as required.

(3) Install and operate approximately 16km

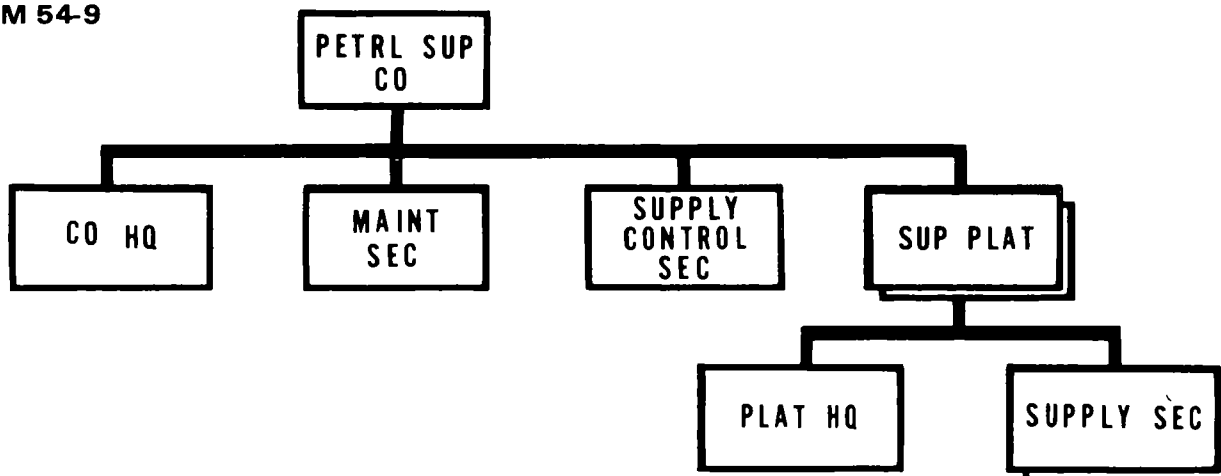


Figure 8-19. Petroleum supply company.

(10 miles) of collapsible hoseline per day.

(4) Store a prescribed portion of the corps/-command bulk petroleum reserve stocks.

(5) Operate limited mobile filling station

service.

(6) Operate organic bulk storage, as shown in table 8-1, and handling equipment.

(7) Establish and operate supply points at

★ Table 8-1. Storage Capability (gallons).

Collapsible Tanks	Company	Platoon	Section
50,000 gallon	1,200,000	600,000	300,000
10,000 gallon	280,000	140,000	70,000
Total	1,480,000	740,000	370,000

two locations.

(8) Operate on a 24-hour basis.

d. Each supply platoon can operate independently when provided administration, food service facilities, and organizational supply and motor

maintenance support.

★ 8-33. Transportation Medium Truck Company (TOE 55-18) (Fig 8-20)

a. This company provides transportation for

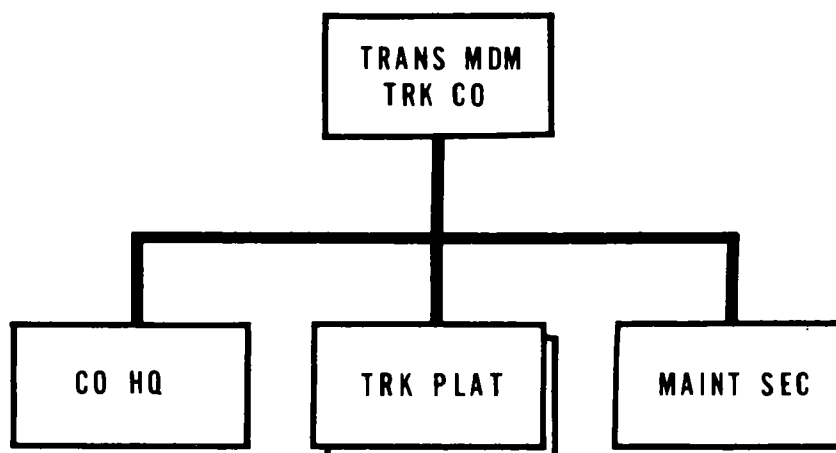


Figure 8-20. Transportation medium truck company.

the movement of bulk petroleum products by motor transport.

b. It is assigned to the petroleum supply battalion, COSCOM.

c. This company can:

(1) Perform local hauls (four round trips per day): 900,000 gallons.

(2) Perform line hauls (two round trips per day): 450,000 gallons.

8-34. Sales Detachments

Sales detachments, consisting of TOE 10-500E teams, are attached to a supply and service battalion, as required.

CHAPTER 9

AMMUNITION SERVICE

Section I. INTRODUCTION

9-1. General

a. Ammunition service embraces supply and maintenance support of conventional and special ammunition, including guided missile systems. Figure 9-1 shows a sample structure of ammunition service for a four-division corps. (FM 9-6 contains specific details concerning ammunition service.) Ammunition service includes:

(1) Direct support (DS) and general support (GS) supply of all types of conventional and special ammunition.

(2) DS supply of all special ammunition repair parts and repair parts of high density missiles.

(3) GS supply of repair parts peculiar to special ammunition (excluding nonexplosive missile parts).

(4) Maintenance of conventional ammunition.

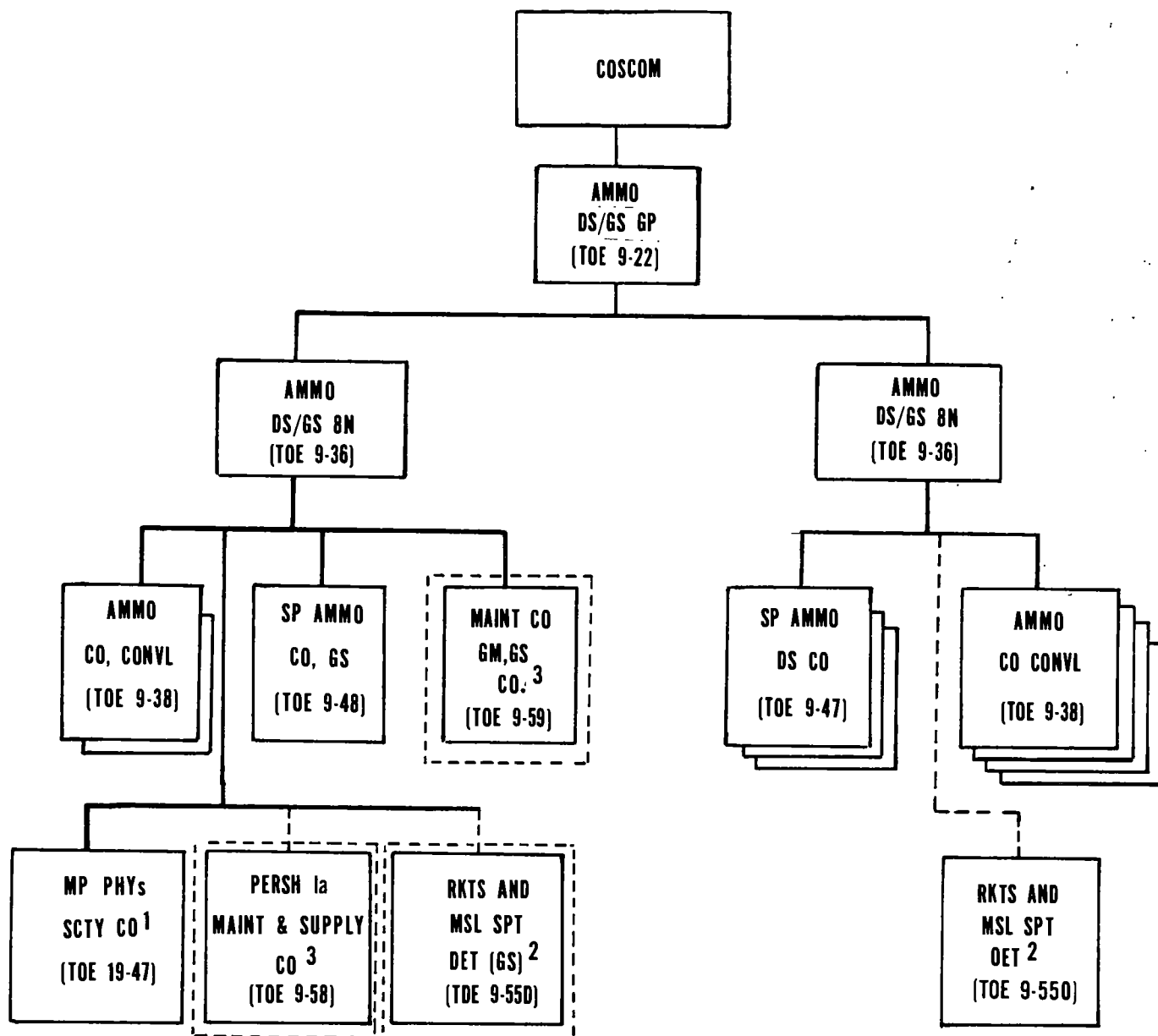
(5) DS and GS maintenance of special ammunition materiel to include test and handling equipment and nuclear weapon trainers.

(6) DS maintenance of high-density missile systems.

(7) GS maintenance of all missiles, rockets, and missile system-peculiar ground guidance, launching equipment, special tools, and peculiar test and handling equipment used in support of mission items.

(8) Surveillance and escort functions.

(9) Chemical munitions supply and maintenance support.



- 1 1 PER SP AMMO CO, GS.
- 2 AS REQUIRED BY DENSITY OF SUPPORTED SYSTEMS.
- 3 AS REQUIRED.

Figure 9-1. Typical Ammunition Service Structure for a Corps.

b. Ammunition Service. Ammunition service to the corps is based on the size of the combat zone. Ammunition operating units required in support of a corps are organized under the ammunition group attached to each COSCOM. This method of providing ammunition service has the advantage of

requiring the least organizational change to support an independent or a separate corps force and is easily expanded to support up to a 5 2/3-division force. FM 9-6 sets forth the basic doctrine for ammunition service in the Theater of Operations to include: principles and policies, Command and Staff

responsibilities, tactical controls, management, logistical and administrative support and the unit organizations, agencies and activities that provide or perform ammunition service support.

c. Tactical Control of Ammunition.

(1) *Conventional ammunition.* The theater army commander allocates ammunition credits to the corps. After evaluating the required supply rates submitted by divisions and nondivisional units the corps commander announces the available supply rate to subordinate units. The COSCOM headquarters provides the material management center (MMC) control information based on the allocation information that it receives from the corps commander.

(2) *Special ammunition.* The allocation of special ammunition is through tactical command channels to the corps, and division commanders. Therefore, the commanding officer of an intermediate logistic headquarters (e.g., COSCOM, or ammunition group) can only provide the means to carry out the desires of the tactical commander. A special ammunition logistical element (SALE), formed from the resources available within the MMC, accomplishes control of special ammunition. Generally, the mission of the SALE is immediate response to the corps commanders' requests in expediting the supply and resupply of allocated special ammunition. The SALE may be physically located at the corps tactical operations center.

9-2. Ammunition Service Management

a. Ammunition service personnel are integrated into the COSCOM staff. COSCOM provides staff supervision over ammunition service for the entire corps combat zone.

b. Ammunition, as a commodity, is under the management of the MMC at TA and the MMC of TAACOM and the COSCOMs. The TA MMC coordinates the distribution of credit information (allocation of ammunition by corps to subordinate divisions) with the COSCOM MMCs and provides centralized control to reroute or redistribute ammunition between corps. Routinely, however, the COSCOM MMC has complete logistic control over ammunition service within its combat zone.

9-3. Ammunition Service at the DS Level

a. Ammunition service at the DS level in the combat zone is divided according to the type of ammunition.

(1) Conventional ammunition and high density missiles are supplied by ammunition companies, conventional (TOE 9-38), operating in a DS role. One

of these companies provides direct support within the CRA through the ammunition supply points (ASP) that they establish. Each company (TOE 9-38) can operate two ASP, if required. DS maintenance of conventional ammunition-type missile systems (high density) is covered in paragraph 9-6d. FM 9-38 provides guidance on the operations, techniques and procedures utilized by conventional ammunition units in providing conventional ammunition service support in the Theater of Operations.

(2) Special ammunition and high cost, low density missiles are supplied by the Special Ammunition DS Company (TOE 9-47). Three of these companies provide DS through the special ammunition supply points (SASP) that they establish. Each company can operate two SASP, if required. DS maintenance of high-cost, low-density missiles is covered in paragraph 9-6d.

b. Supply point distribution will be the normal method of providing ammunition (conventional and special) to all using units.

9-4. Ammunition Service at the GS Level

a. Ammunition service at the GS level provides both special and conventional ammunition supply and maintenance support.

b. Ammunition stored at the GS level is positioned to provide:

(1) Dispersion of stocks:

(2) A source of supply if forward ASP's/SASP's are overrun.

(3) Replenishment shipments to forward supply points when requirements cannot be met by TA units.

(4) A source of ammunition to units located in the corps rear area. The actual positioning of these reserve stock will vary in depth and laterally (one or more stockage locations) dependent on the tactical situation.

c. Conventional ammunition service at the GS level is provided by ammunition companies, (TOE 9-38), operating in a DS/GS role. The number and location of these companies will depend on the tactical and geographical situations and the desires of the tactical commander.

d. Special ammunition service is provided by the Special Ammunition Company, DS/GS (TOE 9-48). This company can operate either one large or two smaller Special Ammunition Supply Activities (SASA) depending on requirements. GS maintenance of high-cost, low-density missile systems is covered in paragraph 9-6d (2).

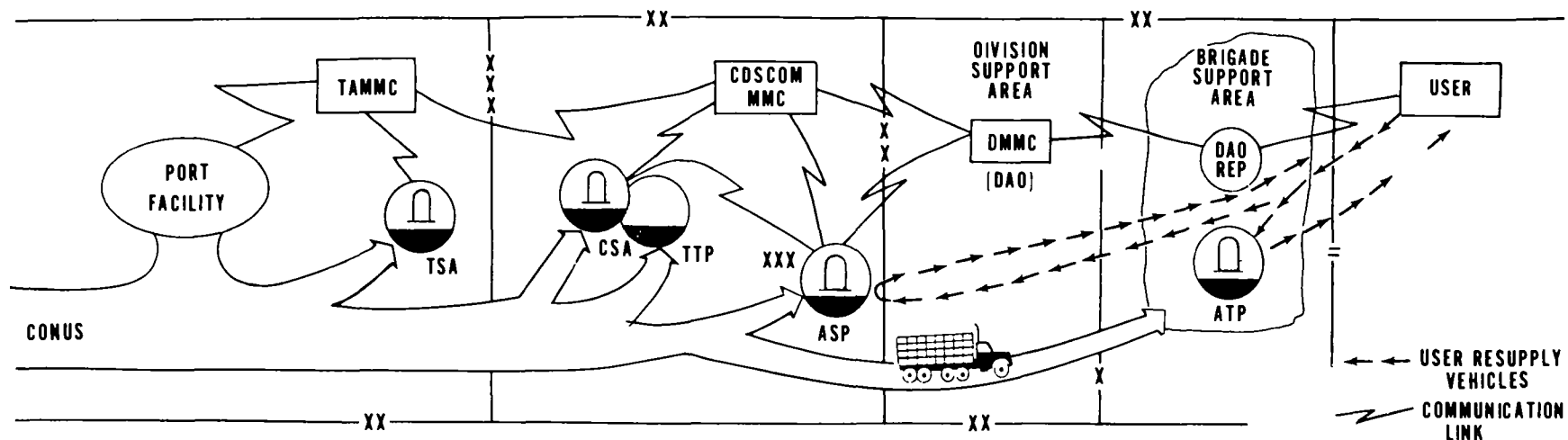
Section II. SUPPLY AND MAINTENANCE

9-5. Ammunition Supply

a. Stockage Levels. The theater will normally be authorized a 45-day supply level of ammunition. See paragraph 8-6 for supply levels.

b. Shipment of Conventional Ammunition. Most

conventional ammunition shipped from COMMZ storage sites is destined for the DS level; however, that amount in excess of DS requirements may be diverted to the GS level (fig 9-2).



ATP - AMMUNITION TRANSFER POINT
 ASP - AMMUNITION SUPPLY POINT
 TTP - TRAILER TRANSFER POINT
 CSA - CORPS STORAGE AREA
 TSA - THEATER STORAGE AREA

NOTE:

NORMALLY, THE TRUCK DISPATCHED FOR CLASS V SUPPLIES WILL PROCEED TO DAO REPRESENTATIVE AT THE ATP OR ON THE MSR TO THE ASP. SELECTED ITEMS OF CONVENTIONAL CLASS V SUPPLY ARE DELIVERED TO THE BRIGADE ATP, USING CDS COM TRANSPORTATION.

★ Figure 9-2. Flow of conventional ammunition and high density guided missiles.

c. Shipment of Special Ammunition.

(1) The decision to supply corps-allocated special ammunition is determined according to logistic requirements by the corps SALE. The corps SALE expedites the needs of the corps commander and informs the corps support command MMC. The MMC, in turn, directs the appropriate SASP or SASA to make the requested issue. The corps SALE is kept informed of issues by the support command MMC.

(2) The resupply of corps-allocated special

ammunition stored at TA special ammunition units will be routed as shown in figure 9-3. The flow begins when the corps commander gives an affirmative decision to the corps SALE. The corps SALE places the supply request on the TA MMC. The TA MMC directs the appropriate special ammunition units to ship the item or items forward to the DS/GS activity or DS supply point as designated by the corps SALE. Coordination between the TA and the corps SALE is continuous.

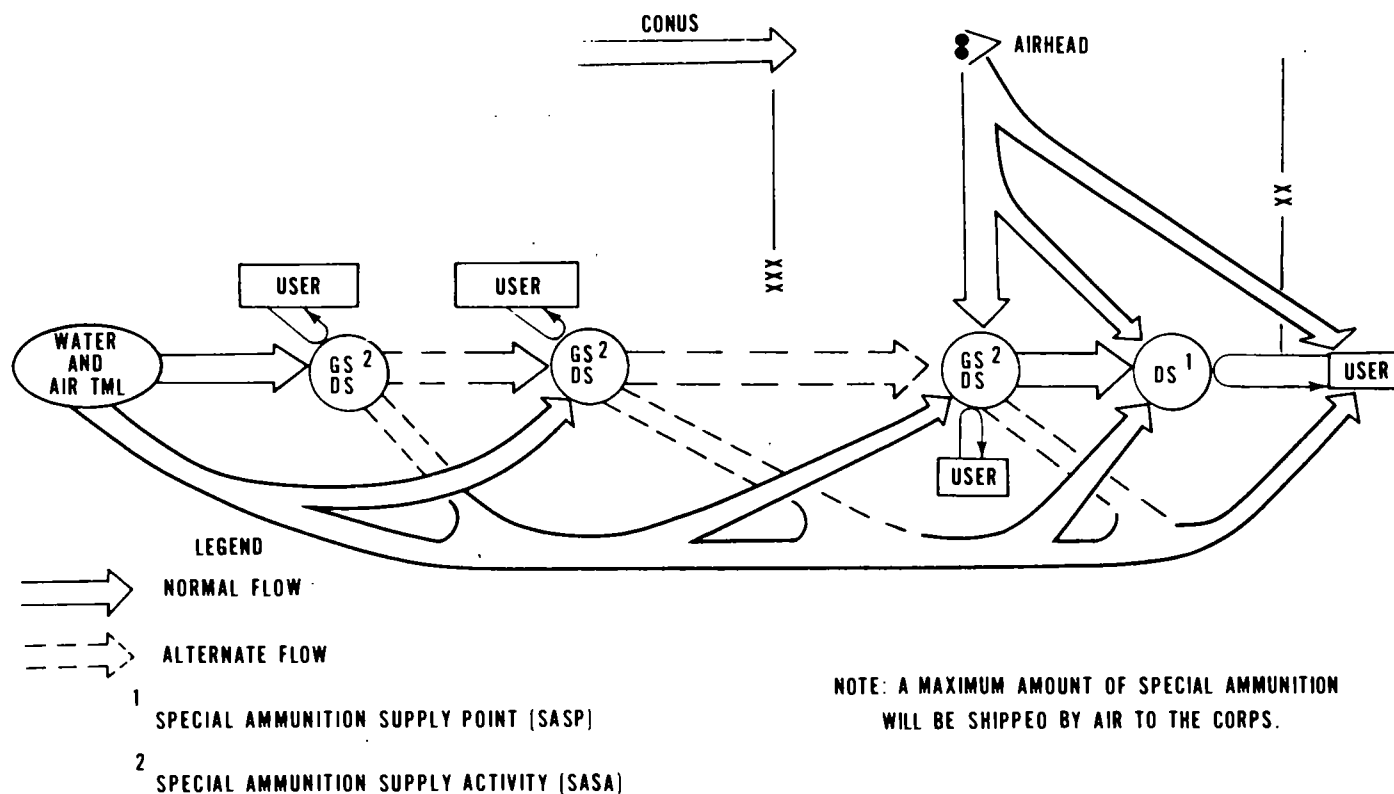


Figure 9-3. Flow of special ammunition, low density guided missiles, and special ammunition peculiar repair parts.

★ *d. Throughput Ammunition.*

(1) *Conventional ammunition.* The throughput distribution of conventional ammunition is depicted in figure 9-2. The distribution to each corps is subject to change with each mission assigned to corps. The corps commander allocates conventional ammunition based on main and secondary tactical missions. The efficiency of throughput of conventional ammunition per corps depends on the ability of the movement control centers (MCC) and MMC to maintain in-transit control to insure that ammunition is routed or rerouted to meet tactical changes. Conventional

ammunition is shipped through a scheduled supply system to insure that requisite quantities by type are available. Conventional ammunition normally is assembled in palletized or containerized loads in CONUS for distribution to the DS level in the combat zone. Pallets must be compatible with theater lift and handling capability. Loads of ammunition must be assembled consistent with the explosive compatibility requirements of Army explosive safety regulations.

(2) *Ammunition movement.* Ammunition is shipped via fast sea transport, moved through fixed ports, or over the shore, in a rapid, steady

flow. Ammunition moves from the port to the nearest theater storage area (TSA) or is throughput directly to the corps storage area (CSA) or to corps ammunition supply points (ASPs), using the appropriate mix of host nation, theater, corps, and unit organic assets. To satisfy the collective requirement of the corps combat forces, multiple CSAs are established and maintained across the corps rear. Stockage for the CSAs is generated through the flow of ammunition from the COMMZ into the corps. When the tonnage flow into the corps exceeds that quantity immediately required in the forward areas, the excess is used to establish the CSA stockage objective. The CSA must be prepared and equipped with appropriate materials handling equipment to transload stocks from rail, barge, and certain commercial type vehicles onto vehicles that will complete the final transportation node to the ASP or ammunition transfer points (ATP). Trailer transfer points (TTPs) or staging points for convoys of throughput vehicles may be established and colocated at each CSA. TTPs, when established, are attached to the motor transport battalion. Control of CSA ammunition is the responsibility of the COSCOM MMC. Control of transportation assets and operation of the TTP belongs to the motor transport battalion in coordination with the MMC. Close coordination must be maintained between the CSA, MMC, and MCC elements of the COSCOM and with local corps transportation units. The fighting elements (combat brigades, artillery battalions, cavalry squadrons, etc.) draw ammunition from the ATPs and ASPs to replenish basic loads and meet operational requirements. Fighting elements send tactical wheeled vehicles back to the ATPs and ASPs to pick up the ammunition and deliver it to the forward areas. However, they may find it necessary to use high mobility, even armored vehicles for the last leg of the trip up to the fighting combat battalions.

(3) *Ammunition transfer point operations.* Initial stockage for each brigade ATP is positioned on COSCOM stake and platform (S&P) semitrailers and will consist of high usage/high tonnage items as determined by the division ammunition officer (DAO) and the combat commander. Replenishment shipments to ATPs are pushed from the CSAs as requested by the DAO through DMMC and COSCOM MMC channels. Ammunition requests are passed from the user battalion logistics officer to the DAO representative at the ATP for validation. The DAO monitors daily transactions and forwards summary-type data to the COSCOM to initiate replenishment issues of ammunition. Each ATP is supported

from designated CSAs and ASPs. The normal flow of ammunition into the ATPs will be throughput from the CSA with backup supply provided by the designated ASP.

(4) *Special ammunition.* As with conventional ammunition, throughput distribution will be the primary goal when shipping special ammunition forward. Maximum reliance will be placed on air shipments. The highly mobile characteristics envisioned for firing units will allow only a very small percentage of special ammunition to be throughput to the firing battalion or battery level. The majority will be directed into the mobile SASPs. Once the ammunition is in a SASP, firing unit resupply will be by supply point distribution.

e. *Special Requirements for Ammunition Escort.* Technical escort concerns the use of qualified personnel to accompany shipments of chemical ammunition and radioactive material or waste. These personnel are provided by Team BC, Munitions Safety Control, TOE 9-530H. They must be technically qualified to take necessary action to minimize the hazards involved if an accident or incident occurs during shipment. They also provide physical security. Instructions to include identification of contact media for EOD and decontamination units on standby will be furnished escort personnel.

9-6. Ammunition Maintenance

a. *Surveillance.*

(1) Ammunition surveillance includes the observation, inspection, and classification of conventional chemical, and special ammunition components during movement, storage, maintenance, and disposal. It also includes the inspection of all attendant equipment, facilities, and operations. Ammunition surveillance is conducted at all theater Army installations responsible for the storage, maintenance, disposal, and shipment of ammunition and ammunition components. It ends only when the ammunition is either expended or destroyed.

(2) Ammunition surveillance is conducted by both military and civilian personnel. In established overseas theaters of operation, surveillance activities are performed by qualified civilian ammunition surveillance advisors and military ammunition surveillance specialists assigned to ammunition units. A surveillance program is necessary within every ammunition service unit to insure that:

(a) Ammunition is serviceable and ready for issue.

(b) Items that are not serviceable are promptly reported and subsequently repaired, salvaged, destroyed, or evacuated.

(3) Within a theater of operations, the theater Army ammunition officer, usually located in the TAHQ, has staff responsibility for the establishment of standards of serviceability for class V materiel within the theater. He prepares plans, policies, and standing operating procedures for the modification, maintenance, and preservation of ammunition materiel in accordance with DA policies. The TAACOM and COSCOMs exercise similar functions within their assigned areas of

responsibility. Each commanding officer of an ammunition unit is responsible for the surveillance of all ammunition components under his control to include the equipment, facilities, and operational procedures employed.

b. *Conventional Ammunition.* Maintenance of conventional ammunition normally is limited at the DS and GS level to: repairing containers, removal of rust, cleaning, spot painting, and restenciling, and limited modification. Ammunition requiring more extensive maintenance will be demilitarized, destroyed, disposed of, or, evacuated to an appropriate maintenance activity. Specialized

supervisory personnel and equipment from the USAMC, CONSUS, will be provided on an as required basis to assist in this effort. Theater army will provide military ammunition maintenance personnel to perform the maintenance operations. If required, an ammunition supply and renovation team (TOE 9-530) will be utilized. See paragraph 9-21 for ammunition supply and renovation teams.

c. *Special Ammunition (Less Missiles and Missile System Components)*. The levels of special ammunition maintenance include organizational, DS, and GS. Organizational maintenance consists of those procedures required to insure materiel readiness. It is performed by the using unit. Generally, DS maintenance of special ammunition consists only of direct exchange. The repair of un-serviceable special ammunition is performed by the Special Ammunition Company, DS/GS (TOE 9-48), for return to stock.

d. *Missile Systems and Missile System Components*.

(1) DS maintenance of high-cost, low-density missile systems is provided by DS maintenance elements organic to missile firing battalions. However, high-density missile systems are provided DS maintenance support in the corps on an area or unit basis by detachments from TOE 9-550.

(2) GS maintenance support of high-cost, low-density guided missile systems is provided by the Maintenance Company, Guided Missile, GS (TOE 9-59), and the Pershing IA Maintenance and Supply (GS) Company (TOE 9-58). The former is assigned to the ammunition battalion on the basis of one per corps and the latter on the basis of the assignment of the Pershing. These companies provide GS main-

tenance to those missile systems requiring system-oriented tools and equipment. GS maintenance support for the high-density missile systems is provided on an area basis by detachments from TOE 9-550, as required by system density and deployment.

9-7. Repair Parts Distribution

a. *Special Ammunition-Peculiar Repair Parts*. GS supply of repair parts peculiar to special ammunition is provided by the Special Ammunition Company, DS/GS (TOE 9-48). DS supply of these repair parts will be provided by the Special Ammunition DS Company (TOE 9-47).

b. *Common Repair Parts of Special Ammunition*. Class IX common repair parts for special ammunition are provided by the repair parts companies of the corps support groups supply and service battalion.

c. *Class IX Repair Parts for Missile Systems*. GS supply of class IX repair parts peculiar to missile systems is provided by the Aircraft and Missile Repair Parts Supply Company, GS (TOE 29-129), of the support group supply and service battalions. However, GS supply of common class IX repair parts for missile systems is provided by the repair parts supply companies of support groups. DS supply of both types of repair parts is provided by the missile maintenance support detachments (DS/GS) for the high-density systems and by the DS maintenance elements organic to the missile firing battalions for the high-cost, low-density missile systems.

9-8. *Explosive Ordnance Disposal Center (EODC)*
See paragraph 2-16, 9-19, and 9-20.

Section III. ORGANIZATIONS AND CAPABILITIES

9-9. Support Group Headquarters

The support group located in forward CRA provides ammunition service support for the combat zone. To accomplish this function, ammunition service staff personnel are integrated into the support group headquarters as follows:

a. The ordnance ammunition group S-4, supply section, is subdivided into functional branches. Within these branches are qualified staff personnel responsible for the supply and maintenance of conventional and special ammunition (less maintenance of missile systems nonexplosive components).

b. The ordnance ammunition group S-4, maintenance section, has the responsibility to direct and supervise missile system maintenance (less explosive components).

9-10. Headquarters and Headquarters Company, Ordnance Group, Ammunition DS/ GS (TOE 9-22) (Fig 9-4)

a. *Function*. The HHC, Ammo Ordnance DS/GS Group:

(1) Provides command and operational control over the ammunition battalions providing ammunition service to the combat zone.

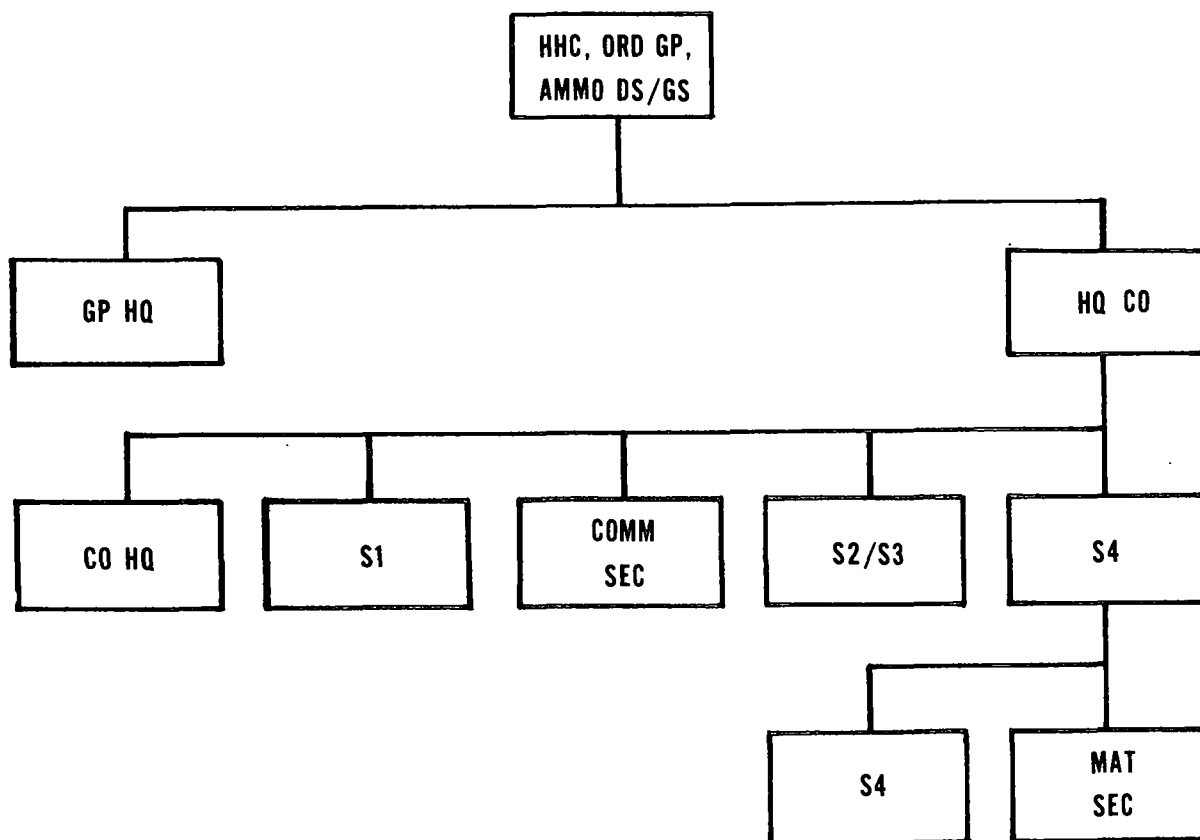


Figure 9-4. HHC, Ammunition DS/GS group.

(2) Supervises supply and maintenance of conventional and special ammunition, the supply of special ammunition-peculiar repair parts, and the maintenance of guided missile systems.

(3) Exercises staff supervision of RAP activities associated with subordinate units of the ammunition group.

b. Assignment. The group is a major subordinate headquarters of the COSCOM, and is assigned to the corps on the basis of one per COSCOM.

9-11. Headquarters and Headquarters Company, Ammunition DS/ GS Battalion (TOE 9-36) (Fig 9-5)

a. Function. This battalion provides command and operational control over attached/assigned companies and detachments providing ammunition service in the combat zone.

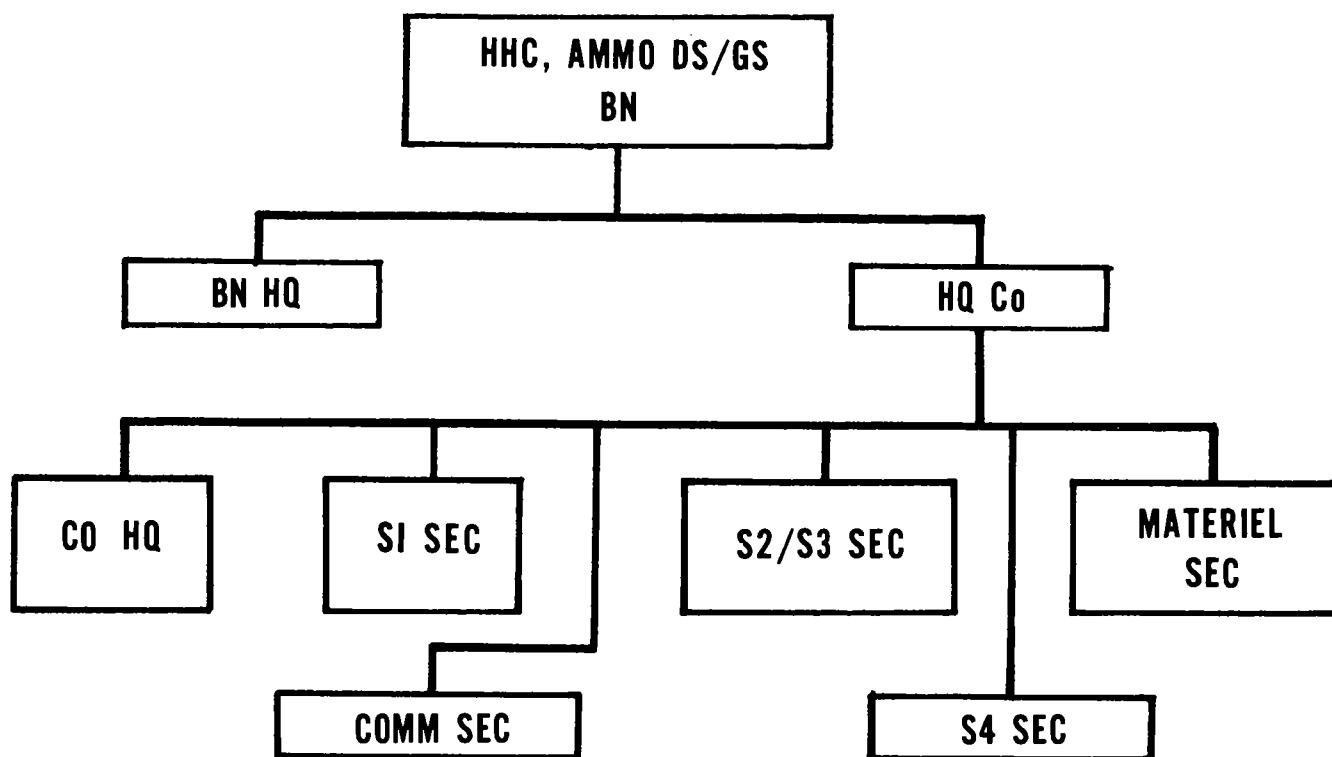


Figure 9-5. HHC, ammunition DS/GS battalion.

b. Assignment. The battalion is a major subordinate headquarters of the ammunition group. It is employed in both the DS and the GS roles and is attached to the ammunition group, corps support command, on the basis of one DS and one DS/GS battalion per COSCOM. One ammunition battalion headquarters is normal for an independent division force.

**9-12. Special Ammunition DS Company (TOE 9-47)
(Fig 9-6)**

a. Function. This company:

(1) Provides complete-round special ammunition DS supply to using units located in the combat zone.

(2) Provides maintenance and maintenance calibration support for nuclear weapons test and handling equipment, technical assistance, technical supply support (including both special ammunition-peculiar and common repair parts) for internal and supported unit requirements, and an evacuation channel to the special ammunition GS level.

(3) The company can establish two SASP.

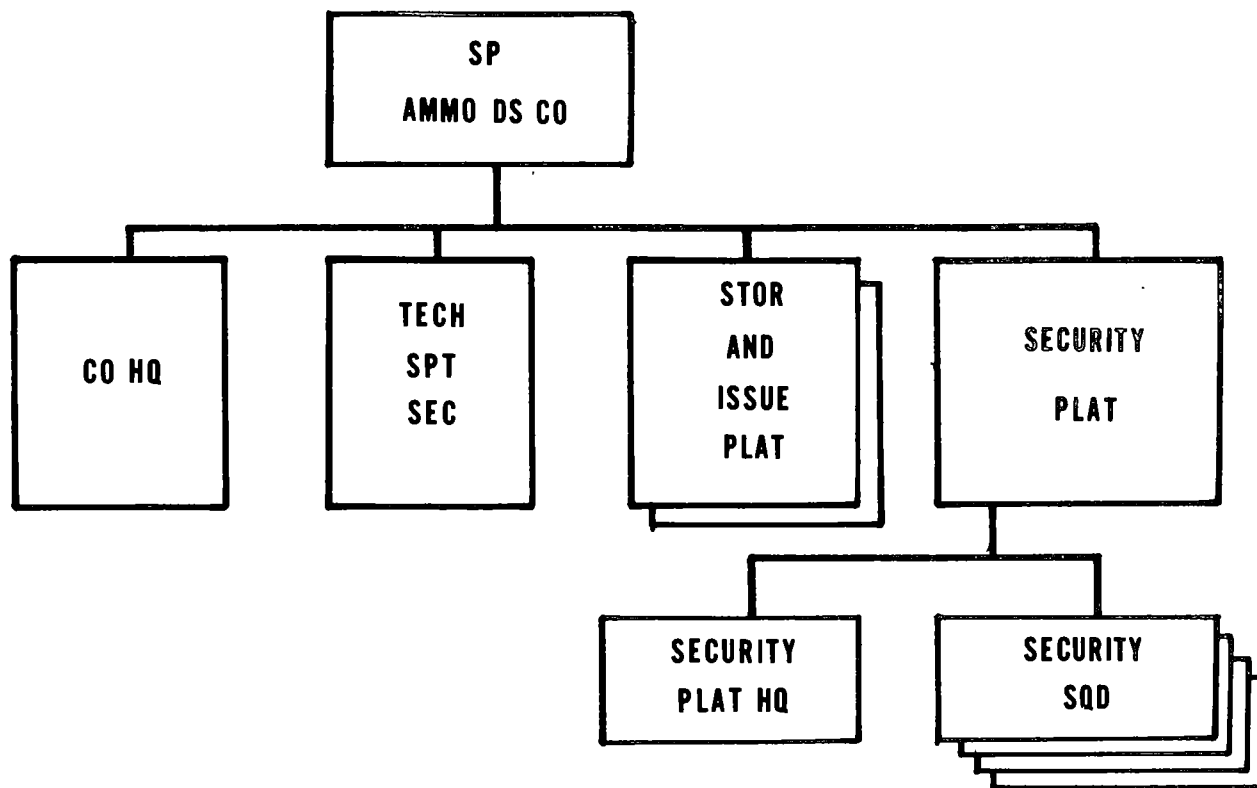


Figure 9-6. Special ammunition DS company.

b. Assignment. This company is attached to the ammunition battalion and is assigned in a DS role on the basis of three companies per COSCOM. One storage and issue platoon is used for an independent division.

9-13. Ammunition Company Conventional (TOE 9-38) DS/ GS (Fig 9-7)

a. Function. This company provides ammunition

service to using units for all items of conventional ammunition. Included are certain high-density, low-maintenance missiles. The conventional ammunition maintenance capability of the company is limited unless augmented by additional resources as indicated in paragraph 9-3a (1). Each company can establish and operate two ASP.

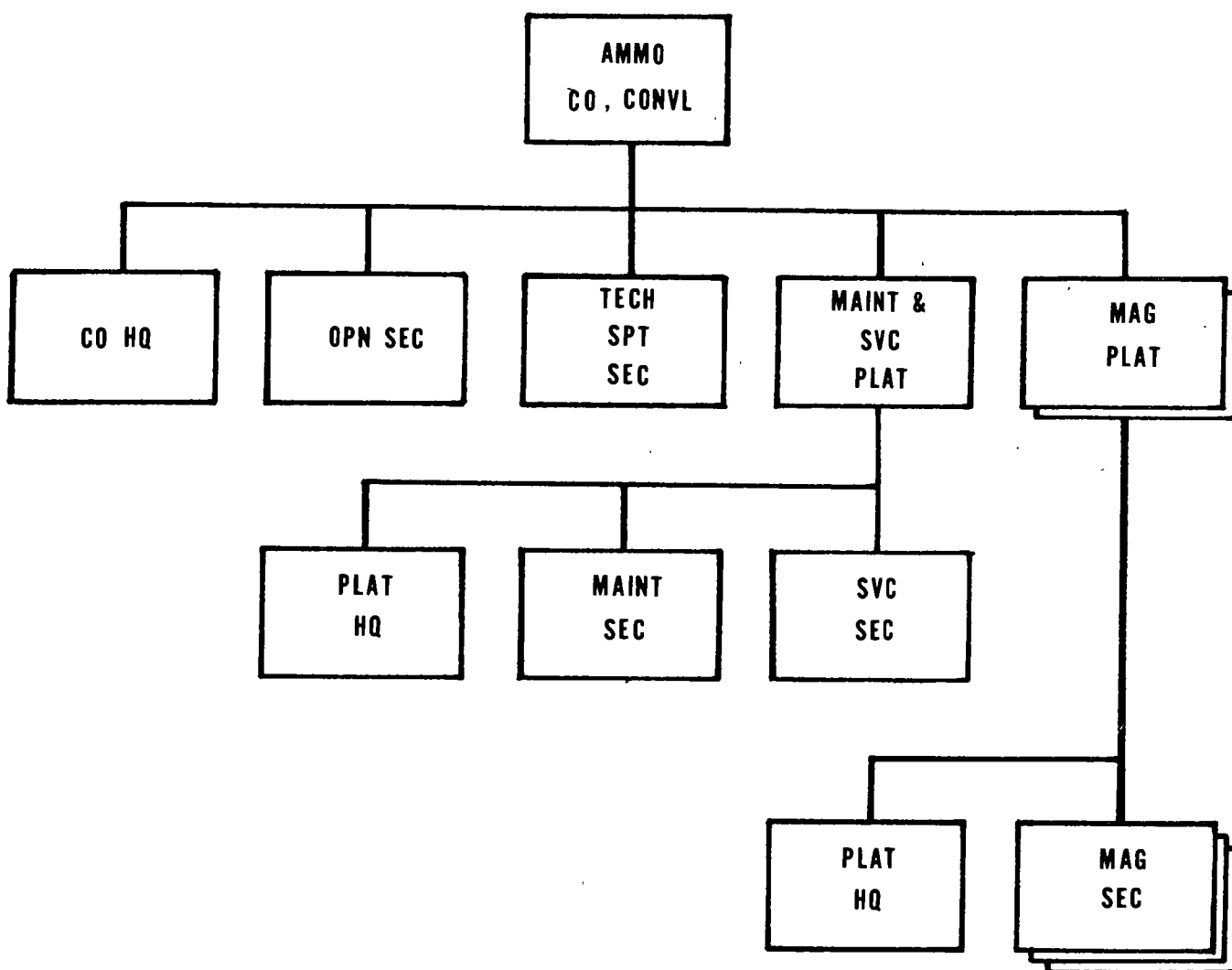


Figure 9-7. Ammunition Company, Conventional.

b. Assignment. This company is attached to the ammunition battalion on the basis of one company per supported division in the DS role and two companies in the GS role per COSCOM. The basis of allocation per independent division is one company.

9-14. Special Ammunition Company, GS (TOE 9-48)
(Fig 9-8)

a. Function. This company provides:

(1) Special ammunition GS to ammunition DS units and special ammunition DS to using organizations, as required. Included are:

(a) DS and GS support for low-density missiles (nuclear, chemical and biological large rockets and warheads).

(b) Nuclear projectiles.

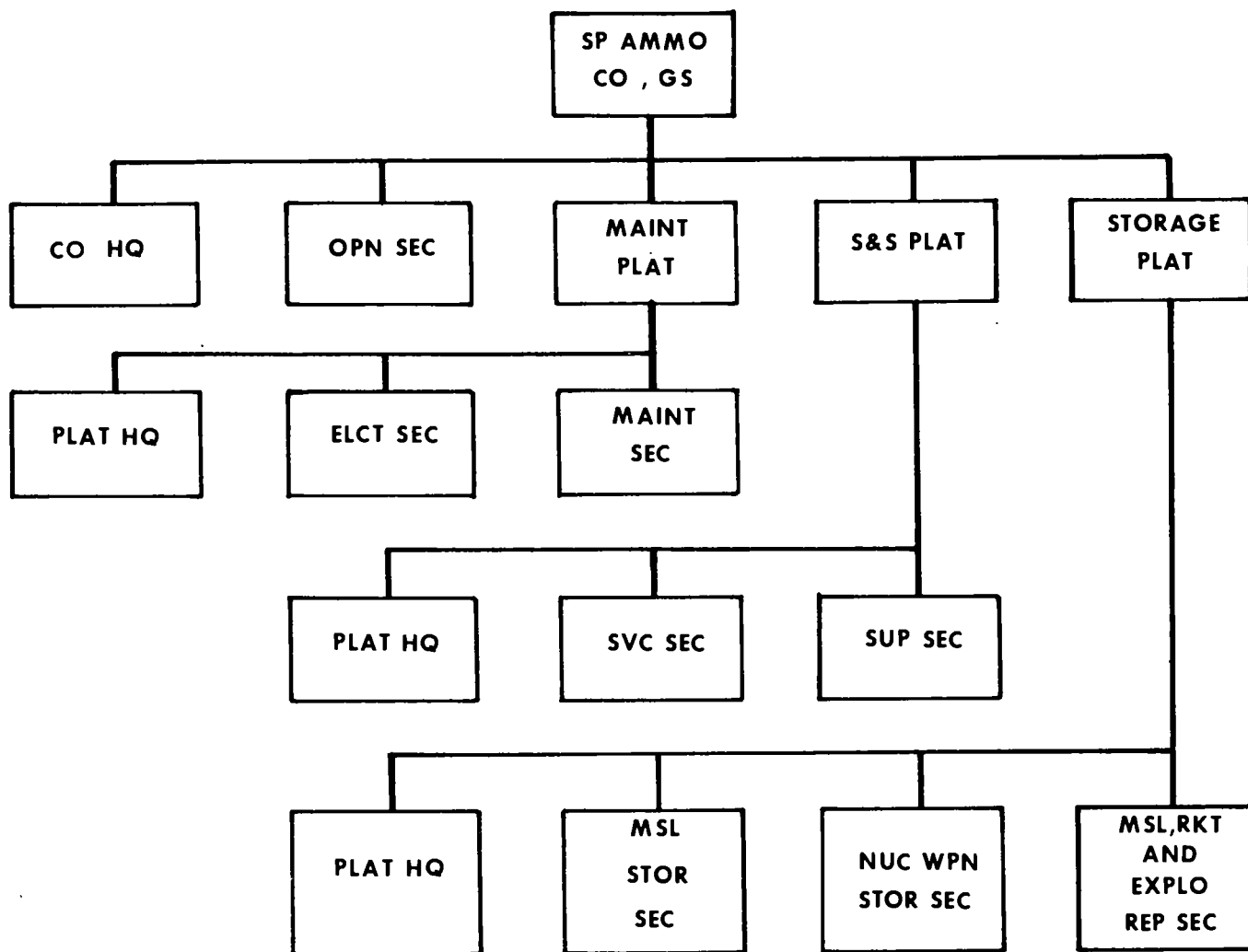


Figure 9-8. Special ammunition company, GS.

(c) Atomic demolition munitions.

(d) Chemical lethal and incapacitating artillery shells.

(e) Land mines and bulk chemical agents.

(f) GS supply for repair parts peculiar to special ammunition (less missile-peculiar nonexplosive repair parts).

(g) DS supply of explosive and special ammunition repair parts (less missile-peculiar nonexplosive repair parts) to using units.

(2) DS and GS maintenance for special ammunition (less missile-system nonexplosive components) and associated test and handling equipment.

(3) An evacuation channel for reparable to the guided missile maintenance organization or to other designated facilities.

(4) Evacuation, demilitarization, salvage, and/or destruction of unrepairs.

b. Assignment. Since little or no maintenance of

special ammunition is performed at the DS level, this company absorbs both the DS and GS maintenance workload within the corps. This company can inspect and maintain guided missile and large rocket explosive components with assistance from the guided missile maintenance units. Maintenance overloads must be evacuated to special ammunition companies, GS, in the COMMZ. This company is assigned to the COSCOM and is attached to the ammunition battalion on the basis of one company per combat zone.

9-15. Maintenance Company, Ordnance, Guided Missile, GS (TOE 9-59) (Fig 9-9)

a. Function. This company provides GS missile system maintenance for all nonexplosive components of supported missile systems to include missile system-peculiar ground guidance, launching, test, and handling equipment. It provides GS maintenance and repair parts supply to the DS

missile maintenance elements organic to the missile firing battalions. It normally does not have a repair parts supply mission. The company does furnish

technical assistance to using units and to special ammunition companies, GS, as required.

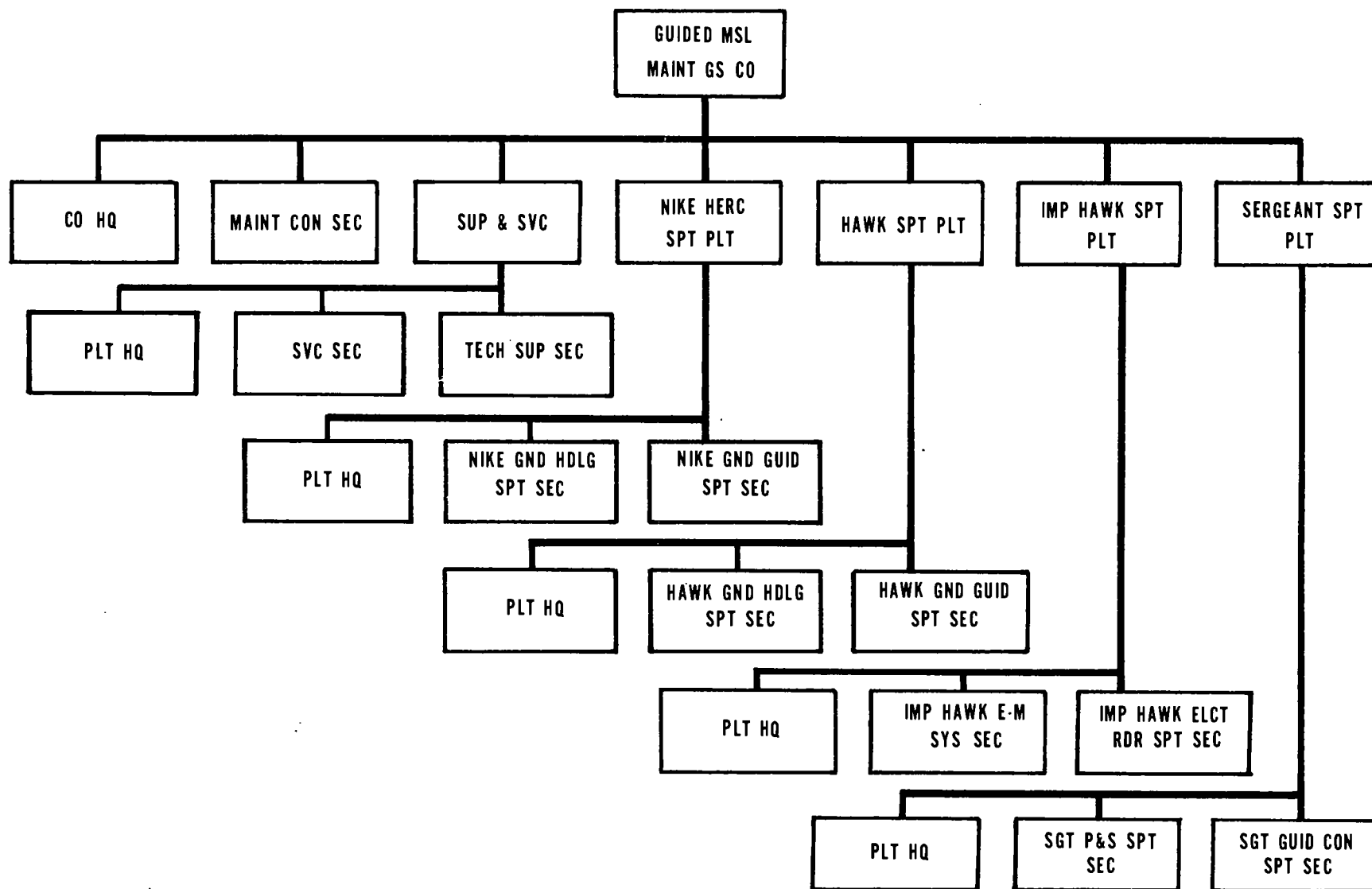


Figure 9-9. Ordnance company, guided missile general support maintenance.

b. Assignment. This company, when required, is assigned to the corps support command and is attached to the ammunition group on the basis of one per corps combat zone. Individual detachments of Rockets and Missile Support teams (TOE 9-550) may be attached to this company, if required.

9-16. Pershing 1a Maintenance and Supply, Company, GS (TOE 9-58) (Fig 9-10)

a. Function. When required, this company

provides GS missile system maintenance in the combat zone for the Pershing Missile nonnuclear components and system-associated equipment. This company performs the same type of functions as a Maintenance Company, Guided Missile, GS (TOE 9-59), but is known as a "system peculiar" company serving only the Pershing system.

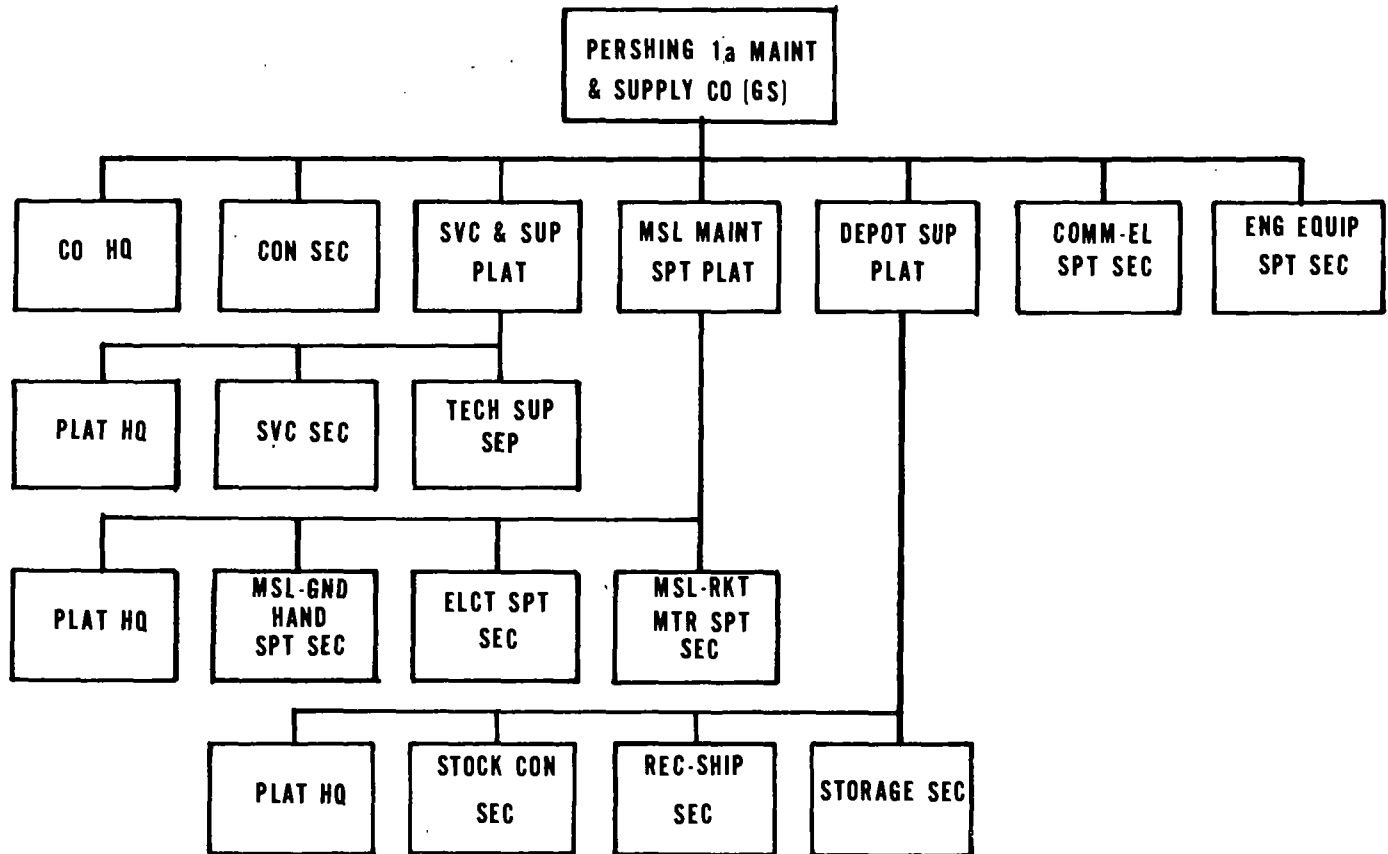


Figure 9-10. Pershing 1a maintenance and supply general support company.

b. Assignment. The basis of allocation is one per corps, when required. It will be attached to the ammunition group of the corps support command when Pershing units are employed in the corps rear area.

9-17. Military Police Physical Security Company (TOE 19-97)

a. Function. This company provides close-in physical security of special ammunition systems and classified or sensitive supplies, both intransit and static.

b. Assignment. This company is attached to the ammunition battalion of the corps support command.

9-18. Rockets and Missile Support Teams, DS/ GS (TOE 9-550) (Fig 9-11)

a. Function. These teams provide DS or GS

maintenance on an area or unit basis for heavy rockets (including explosive components other than warheads and warhead adaption kits) and for nonexplosive components of missile systems when these systems are deployed. Included in this support are Vulcan electronics and forward area alert radars and system-associated ground guidance, handling, launching, and test equipment. Maintenance support for high-density missiles may include checks involving the complete routine (class V item), but will not include maintenance of explosive components. Supply support includes DS supply of nonexplosive components and repair parts required by the supported systems.

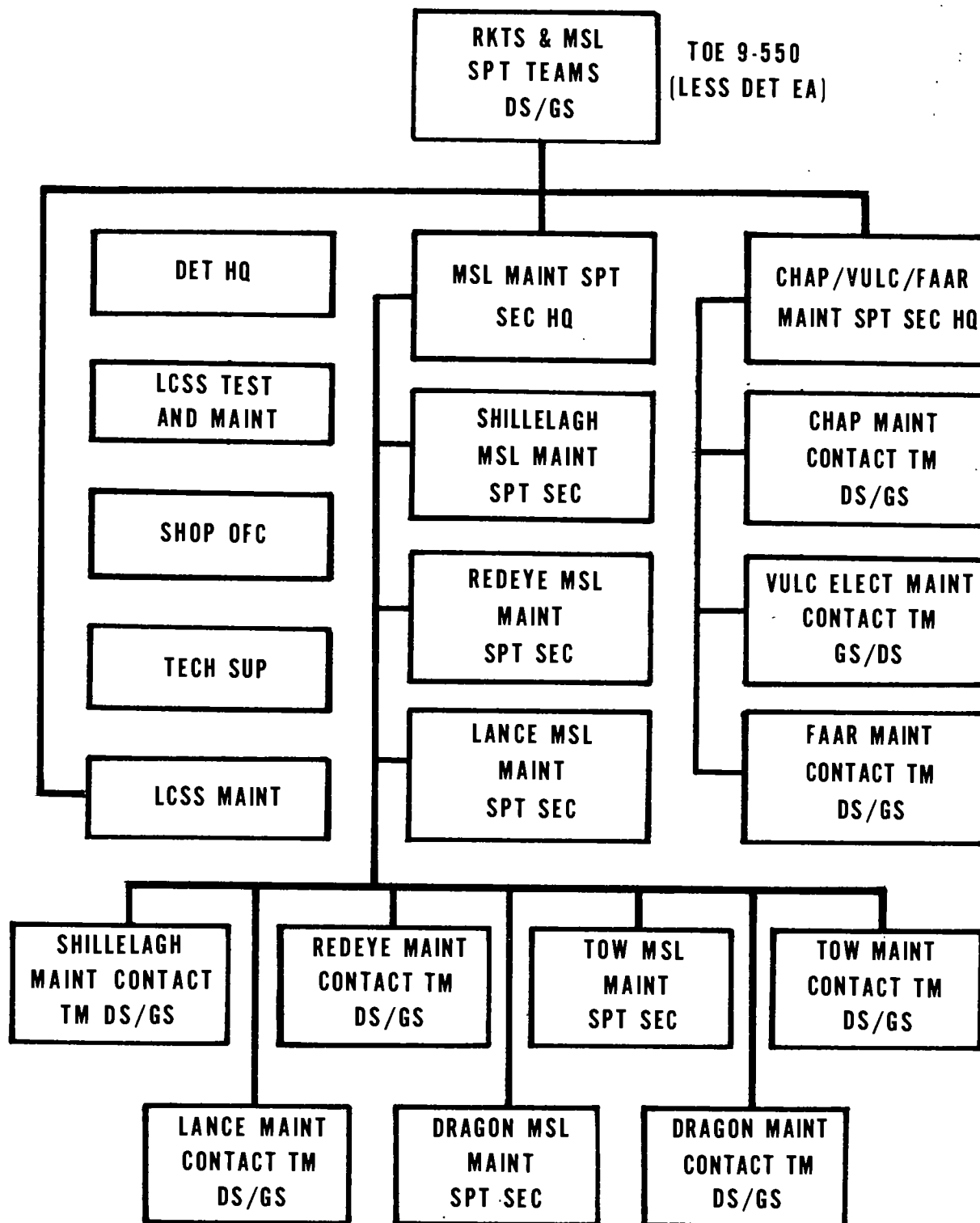


Figure 9-11. Rockets and Missile Support Teams, DS/GS.

b. Assignment. The teams of TOE 9-550 normally are assigned or attached to missile maintenance, ammunition units, or headquarters or may be organized into service units to perform technical and service functions under varying conditions, as required.

9-19. Explosive Ordnance Disposal Detachment (Det GB, TOE, 9-520)

a. Function. This detachment provides operational control, planning, and administrative services related to mission operations of assigned disposal detachments (GA) within a corps.

CHAPTER 10

CIVIL AFFAIRS

10-1. Introduction

a. Civil Affairs (CA) is a command responsibility and involves the totality of the relationship of the military commander and his forces with the civil environment. CA activities range from advice, assistance, populace and resources control, and military civic action performed in a friendly country through military government performed in an occupied territory.

b. The nature of CA activities varies widely with the intensity of combat, the attitudes and status of the population in the area of responsibility, and the requirements of the tactical commander. In limited and general war, CA activities normally support the tactical commander directly. In stability operations, the CA role may become a primary mission of the military force because of its ultimate objective to gain the support of the populace for its government. CA input, with emphasis on execution, is a part of the planning for every military operation. This planning considers the inherent capability, which every Army unit possesses, to conduct limited CA activities. Planning should provide for the employment of CA specialists and units to augment and support this inherent unit capability, as required.

c. This section discusses CA in general terms; FM 41-10 provides a more detailed discussion.

10-2. Mission

a. Generally, the CA organization (TOE 41-500) provides CA support to the corps, as necessary, to insure the successful completion of the required military operations. Additional missions include provision of the CA support necessary to insure the fulfillment of treaty obligations and of obligations arising from other agreements, from the customs of war, and from national policies. The mission includes fulfillment of the civil-military responsibilities assigned to the commander of the COSCOM, corps, divisions, and other units in relation to the civilian population, government, and economy in the area of the corps employment. The organization strives to achieve and provide:

- (1) Close liaison between US tactical units and local authorities.
- (2) The location, protection, and control of civilian resources required for military operations and essential civilian support.
- (3) Essential care and treatment of civilians under international law.

b. Specific CA tasks to accomplish, as soon as possible, upon entering an area include:

- (1) Locating civil authorities, determining their ability to establish control, and advising them on measures to take.
- (2) Coordinating with local authorities to ensure the protection of civilian warehouses, industrial plants, storage sites, monuments, and historical buildings.
- (3) Determine CA requirements for support to the tactical commander in such critical functional areas as civil defense; displaced persons, refugees and evacuees; public health; and public safety.

c. At the corps level of command, civil affairs units also provide priority support to the logistical commander (COSCOM) which is in addition to the support provided the logistical commanders at the division and brigade levels. Support to these commanders should stress the importance of what civil affairs can do for them rather than what they can or should do for civil affairs. For example the civil affairs transportation expert could assist the COSCOM transportation group in negotiating with local officials for US military use of water, road and rail facilities. An important difference between civil affairs tactical and rear area support operations is that the functional orientation and the spectrum of civil affairs in support of US Forces located in near areas is broader than that provided units in the tactical zone. Rear areas are normally expected to be relatively secure and capable of handling those civil affairs requirements which cannot be readily performed within the environment of a fluid combat situation. Because rear area civil affairs activities are more permanent in nature, a need exists for the type civil affairs units dedicated solely to providing rear area support to the combat service support commander.

10-3. Organization

a. Although civil affairs, by prior agreement, may remain a host country responsibility, the COSCOM commander, as does the tactical commander, requires civil affairs units as coordinating agencies to civil authorities. A civil affairs unit designed specifically to assist the combat service support operations, is assigned to the COSCOM. The unit will normally contain all of the essential civil affairs functions organized into subordinate units. These functional elements are capable of supporting the

rear area commander during limited and general war, regardless of the geographical area of operations. With appropriate augmentation, the rear area companies could be utilized in a separate civil affairs chain of command to provide support in the reconstruction of host countries or exercise civil authority in former belligerent nations. As the corps echelon, rear area support companies would be assigned to the COSCOM under the staff supervision of the COSCOM G5. During peacetime these companies would be placed under the command and control of the tactical support civil affairs battalion for training purposes.

b. The organization of CA units must be flexible and adaptable to the local military, political, economic, and sociological conditions. These units must be able to initiate activities in the combat zone as soon as the area comes within the control of friendly military forces. Control of CA units should be centralized with higher CA headquarters providing technical advice and assistance only. In many situations in forward areas and in fluid combat conditions, particularly in stability operations, operational control of CA units and teams is decentralized to the tactical or the support commander having area responsibility.

c. CA units and teams in the combat zone normally have areas of responsibility that coincide with the tactical situation and boundaries. So far as possible, these areas should also coincide with political boundaries.

d. The organization of CA units is based on and is designed to provide the following:

- (1) Efficient command and control.
- (2) Maximum use of technological skills.
- (3) Flexibility.
- (4) Economy of personnel.
- (5) Pooling of specialist personnel at the highest echelon of command consistent with the mission of the supported force.

10-4. Command Relationships

a. *With Higher Commands.* The CA organization is a subordinate command of the COSCOM. The organization has the mission of assisting the assistant chief of staff (ACofS), civil-military operations (CMO), or G5 in coordinating COSCOM-wide CA activities for the command.

b. *With Parallel Commands.* Normal staff relationships exist.

c. *With Subordinate Units.* The CA organization exercises command, or command less operational control, as designated over all subordinate CA units.

10-5. Operational Concepts

a. CMO support may vary widely with the

situation and the area of operations and will be influenced by the nature and the intensity of combat.

b. The degree of authority that the military commander exercises over the local inhabitants and the government and the economy of an area where military operations are conducted is determined by the nature of the operations, its objectives, US national policy or agreements with host nation, international law, and the effectiveness and acceptability of the existing civil administration.

c. As the situation requires, the appropriate tactical or combat service support command may direct subordinate units to provide support to CA operations. Specific assistance may include:

(1) Engineer support for rehabilitation of public health facilities, construction of displaced person camps, or maintenance of essential civilian transportation facilities.

(2) Medical support as may be required.

(3) Military police support for protecting critical facilities, controlling movement of civilians, enforcing curfew, and quelling riots.

(4) Transportation support to move critical supplies, to transport civilians, and to assist in reestablishing civilian transportation facilities.

(5) Signal support in rehabilitating civilian communication facilities.

(6) Intelligence support requested from intelligence resources available to corps to assist in identifying and locating dissident elements of the civil populace.

d. When an area support CA unit replaces a command support CA unit, the commander of the relieved unit insures that the relieving unit becomes familiar with the current situation in its area of operation. The relieving unit needs—

(1) Designations, locations, and commanders of higher, adjacent, subordinate, and supporting units in the area.

(2) Information on the characteristics and peculiarities of the area.

(3) Copies of current operational directives, orders, proclamations, standing operating procedures, and policy checklists.

(4) Copies of reports and records summarizing previous activities in the area of the relieved unit.

(5) A description of activities in progress, their relative importance, and additional measures to take.

(6) A list documenting commitments made to civilians or civilian officials.

(7) A list of individuals in office and those not appointed as officials who have been and may continue to be of value to the CA effort.

e. The CA unit maintains close liaison with the

ACofS, CMO at the COSCOM. This staff channel may be used to exchange information and to coordinate and integrate CMO within the context of the commander's policy guidance. Matters for coordination are:

(1) Intercommand movement of refugees and displaced persons, available civilian supplies, civilian transportation equipment, etc.

(2) Development of COSCOM-wide requirements for the support of the population and local economy.

(3) Coordination of the distribution of available labor force for maximum use by profession, technical specialty, and skills.

(4) Area pacification programs.

(5) Populace and resources control plans.

(6) Military civic action programs.

(7) Rural and urban redevelopment plans and programs.

10-6. Civil Affairs Units

a. CA unit headquarters, when assigned to the COSCOM, provides command, control, and supervises assigned and attached operational CA

units. It provides CA support in the COSCOM and backup support for subordinate CA activities within the COSCOM area of operations. These activities may vary, depending on the situation, from liaison, advice, supervision, and assistance to the exercise of complete legislative, judicial, and executive control.

b. The CA platoon commands its subordinate CA functions. It in turn operates under the command of the CA company. The platoon also operates under the control of the headquarters to which it is attached to insure maximum decentralization of CA activities. The company normally exercises command supervision over four CA platoons, organized within the major CA functional areas of governmental, economic, public facilities, special, and augmentation. The company performs CA functions in support of military operations and assists the combat service support unit commander in the discharge of his own CA supported mission requirements and the civil-military responsibilities to the civilian population, its government, and economy. Several companies will be directed by a battalion.



b. Assignment. This detachment operates an EOD control center on an allocation basis of one per support group. The control detachment commander also serves as the EOD staff officer.

9-20. EOD Detachment (TOE 9-520)

See paragraph 2-17.

9-21. Ammunition Supply and Renovation Detachment (TOE 9-530)

The Ammunition Renovation (Maintenance) Detachment will be used only on an "as required" basis within the theater.

a. Function. These teams provide the following ammunition support services:

(1) Inspection, safety control and technical escort for chemical special munitions.

(2) Augment existing TOE Ammunition DS/GS units.

(3) Whenever adequate tools (equipment) and trained personnel are provided, these teams will be able to perform maintenance of a more exacting degree.

(4) The more complex general support maintenance functions will be performed by the Ammunition Renovation Detachment. This detachment

will be attached to selected ammunition companies in the communications zone; however, if required, it can be deployed in the combat zone to perform certain tasks. The direct support element of the Ammunition Company DS/GS will concentrate on care and preservation type maintenance; however, other selected maintenance functions, consistent with unit mission, will be assigned. Specifically, general support maintenance consists of, but is not limited to, the following:

(a) Removal of extensive rust and/or corrosion.

(b) Painting and stencilling of class V materiel.

(c) Major repairs or fabrication of boxes, containers, and crates.

(d) Authorized maintenance comprising the replacement of either internal or external components which require the use of operational shields or barricades.

(e) Testing of rocket electrical circuits.

b. Assignment. Teams of this TOE will be assigned or attached to Division, Corps, Army, COMMZ or Theater as required.



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CHAPTER 11

HEALTH SERVICES

11-1. General

a. The medical unit is organized on a functional basis to provide evacuation, hospitalization, medical supply and maintenance, medical regulating, optometric, dental, veterinary, laboratory and preventive medicine services. The medical brigade commander commands all medical units of the corps except those organic to tactical units.

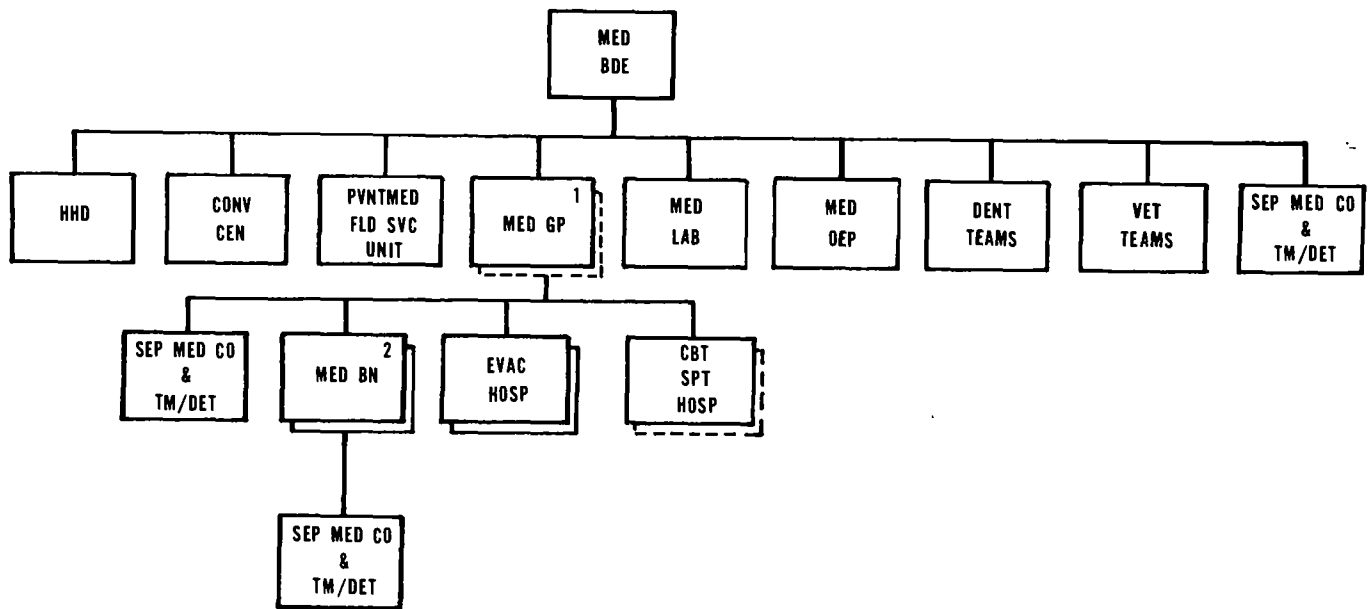
b. This section discusses the medical brigade in general terms; FM 8-10 discusses it in more detail.

11-2. Organization

The medical support to a corps is a functionally-oriented organization structured to meet the

requirements of the number of troops supported, expected casualty rates and other factors more fully discussed in FM 8-10. If the corps consists of only two divisions then a medical group could be expected to be the command and control headquarters of supported non-divisional medical assets. Flexibility of organization is inherent and permits rapid organizational adjustment to changing medical support requirements.

a. *Medical Brigade.* The organization of a medical brigade supporting a corps may be structured as shown in figure 11-1, TOE 8-112.



¹ ACTUAL ORGANIZATION VARIES AS SITUATION DICTATES.

² ASSIGNED ON BASIS OF 1 PER 7 MED CO OR EQUIVALENT UNITS SUPPORTED.

Figure 11-1. Representative medical brigade in support of a 4-division force.

b. *Medical Groups.* The number and the type of units attached to the headquarters of a medical group depend on mission, terrain, communications, and the tactical operations of the units supported. Consequently, the composition of medical groups varies widely and changes frequently.

11-3. Command Relationships

a. *With Higher Commands.* The medical brigade commander reports directly to the COSCOM commander. The brigade commander normally

coordinates command and staff matters with higher and supported headquarters through command channels. Since the medical brigade units operate within combat divisions and corps boundaries, the medical brigade commander has inherent authority to coordinate directly with the corps commander and his staff on medical support of combat operations. This type of staff relationship is necessary to provide immediate medical response to a changing combat situation.

Note. The medical brigade commander also serves as the COSCOM surgeon.

b. With Parallel Commands. Normal staff relationships exist.

c. With Subordinate Units. The staff elements of the medical brigade headquarters have normal staff relationships with respect to subordinate elements. The dental and veterinary staff officers of the brigade headquarters normally are delegated technical control of subordinate dental and veterinary units.

d. With Division. Coordination with division headquarters is through normal command channels except that health service professional matters may be coordinated directly with the division surgeons.

e. With Medical Commands. Direct coordination between the medical brigade and the medical command is authorized.

11-4. Operational Concepts

a. Command and Control. Through centralized control of decentralized operations, the headquarters of the corps medical brigade operates the medical support system throughout the corps area except those organic to divisions and other tactical units. Headquarters personnel make plans for the system, control the interrelated functions of the system, and command and control the units and individuals that operate it. In coordination with the units supported, they develop and apply policies for the effective integration of health service activities in the corps area. The major subordinate command and control elements of the medical brigade are the headquarters of the medical groups. Except for the HHD of the medical brigade itself, any unit of the brigade may be attached to a subordinate medical group. However, units performing certain specialized functions are normally retained under direct control of the brigade.

b. Group Headquarters.

(1) The major subordinate command and control elements of the medical brigade are the medical group headquarters. The number of units attached to each group may vary according to the requirements of the tactical situation and specific assigned missions. The medical groups geographically located in the forward portion of the combat zone are concerned primarily with evacuation and hospitalization of patients from divisions. In addition, they provide area medical service for troops in their area of operation. Those medical groups located in the corps rear area provide backup medical support to the medical groups located in the forward position of the rear corps area in addition to medical support for troops in the CRA.

(2) The medical group commander normally

provides staff medical advice to the support group commander providing support in the area supported by the medical group.

c. Hospitalization. The 400-bed evacuation hospital and the 200-bed combat support hospital are the primary means of providing hospitalization within a corps. These hospitals provide care for all classes of patients. They provide definitive care for those patients who can be returned to duty within the evacuation policy of the corps. For other patients, they provide treatment necessary to prepare them for evacuation from the corps area. Evacuation and combat support hospitals normally are allocated to the medical brigade on the basis of one evacuation and two combat support hospitals for each division supported.

d. Evacuation.

(1) The corps medical units are responsible for evacuating patients from division, separate maneuver brigade, and nondivisional clearing stations to hospitals of the corps. Evacuation is by ground and air ambulance units.

(2) The ground ambulance companies are responsible for the routine evacuation of patients from division and corps to, and between, appropriate medical treatment facilities. Normally, patients evacuated from divisions by ground ambulances will flow into supporting hospital facilities over relatively fixed routes.

(3) The air ambulance companies and detachments provide a rapid response for battlefield aeromedical evacuation of patients from as far forward as the tactical situation permits. Patients are evacuated to a medical facility capable of providing the required surgery and/or medical treatment. Aeromedical evacuation priority will be given to the seriously wounded; however, aeromedical evacuation of all categories of patients may be accomplished when circumstances permit and air assets are available. Greater flexibility and responsiveness are possible with increased use of air assets.

e. Medical Regulating. The medical regulating system provides the means for orderly and efficient corps patient evacuation and treatment. Careful control of the evacuation of patients to corps hospitals is necessary to effect a correct distribution of cases, to insure sufficient beds for current or anticipated needs, and to route patients requiring specialized treatment to the proper installations. The medical regulating element of the corps medical brigade exercises this control. Automatic data processing equipment (ADPE), located in the COSCOM, assists the medical brigade in this function.

f. Sorting or Triage. Patient sorting or triage is accomplished as far forward as possible by Army Medical Department personnel. It is repeated whenever a patient is moved in the evacuation system. Repeated sorting is mandatory to insure that patients receive the best possible medical care. Sorting includes the examination of sick and injured patients and decisions concerning their condition in an effort to insure that they are properly routed to, and within, the appropriate medical facility. Sorting also includes establishing a priority for treatment and assisting in determining the ultimate destination of each patient as early as possible. See FM 8-10 for additional details on Triage.

g. Nondivisional Troops. The medical brigade provides medical support for corps troops on an area basis. Troop clinic type service is provided non-divisional troops (excluding separate maneuver brigades) by the medical clearing companies or medical detachments.

h. Medical Supply, Optical Fabrication and Medical Equipment Maintenance.

(1) A MEDSOM Unit (field) provides medical supply optical fabrication and medical equipment maintenance support to corps medical units and nonmedical units. Medical and nonmedical units may obtain these services from other medical units designated by the medical brigade. The MEDSOM unit (field) is allocated on the basis of one per corps and operates under the control of the medical brigade. It may operate under the control of the medical command's theater medical materiel manager.

(2) The inventory of the MEDSOM unit (field) is managed by the MEDCOM theater MMC. The MEDSOM unit operates as a receipt, issue and storage site using in/out devices and data link to communicate with the MEDCOM theater MMC. The unit will utilize the automated standard Army system approved for medical supply operations at the corp level.

(3) The medical brigade/group, augmented by a medical inventory management team, will use the COSCOM SAILS A/B-X system to provide inventory management (establishing and forecasting of level for evacuation hospitals, combat support hospitals and other corps medical units as feasible.

The MEDSOM unit (field) provides, through data link to the medical brigade, image copies of corps hospital requirements for use in establishing and forecasting of levels. If hospital accounts are manual, the medical brigade will establish levels and provide title inserts and other stock records support. Hospital accounts will be automated whenever possible.

(4) The MEDSOM UNIT (field) provides single vision optical fabrication services only. Multi-vision support is provided by the MEDSOM UNIT (COMMZ).

i. Convalescent Center. A convalescent capability may be provided for the corps to permit rapid restoration of patients to full duty. Patients from corps hospitals requiring only convalescent care and reconditioning are evacuated to the Convalescent Center before their return to duty.

j. Preventive Medicine. A preventive medicine field service unit provides comprehensive preventive medicine support services to the corps that are beyond the capabilities of commanders and their organic medical personnel.

k. Medical Laboratory Support. The Medical Laboratory, when assigned to a corps, (TOE 8-650) provides complete laboratory support facilities consisting of a base laboratory and three mobile laboratories. It performs laboratory functions authorized in AR 40-4, provides medical research and technical inspection services, and establishes a histopathology center. The laboratories support medical and nonmedical units throughout the theater.

l. Dental Service. Routine dental treatment for the corps is provided by mobile dental units operating under the command and control of the medical brigade. Dental officers assigned to hospitals provide inpatient treatment.

m. Veterinary Service. Veterinary units provide veterinary services on an area basis. The detailed operations of these units are discussed in FM 8-10.

n. Whole Blood Supply and Distribution. The corps surgeon may exercise staff supervision over blood collection, processing, receipt, storage, and distribution function performed by corps medical units in accordance with the policies of the theater army blood program.



CHAPTER 12

SIGNAL COMMUNICATIONS, ENGINEER AND MP SUPPORT

Section I. CORPS SIGNAL COMMUNICATIONS

12-1. General

The corps signal communications system is an integrated system employing multichannel communications facilities to provide service on both a command and an area basis. This system is installed and operated by the corps signal brigade.

a. *Corps Command Communications System.* The corps command communications system connects the echelons of corps headquarters with each other, with major subordinate commands, and with adjacent corps.

b. *Corps Area Communications System.* The corps signal brigade also establishes an area communications system which is interconnected with the command system. The area system consists of interconnected area signal centers so situated between corps and division rear boundaries that headquarters, units, and installations located throughout this area have ready access to the signal communications facilities of one of the centers. The signal centers are located to facilitate alternate routing and easy access to users. Sole-

user and common-user circuits are provided on the basis of need and activity.

12-2. Theater Army Communications System (TACS)

Theater Army Communications Command (TACCOM) has the responsibility for providing army signal communications within the communications zone (COMMZ) of a theater of operations. Normally, the COMMZ extends from the rear theater boundary (usually the water's edge) to the rear area of the largest tactical maneuver element in the theater. However, in some theaters, depending on type of conflict, the COMMZ may be superimposed on the combat zone. The TACS provides the Theater Army Commander with the means to command and control the major military elements directly subordinate to him. The TACS also provides signal communications facilities for combat service support elements in the COMMZ and interfaces with the corps communications system at theater communication access points.

Section II. CORPS SUPPORT COMMAND COMMUNICATIONS

★12-3. Introduction

Communications for the corps support command are provided through the corps command and area systems. COSCOM communications must enable the support command to react quickly and decisively to changes in operational plans and requirements. The support company, command operations battalion; HHC and support radio company of the corps radio battalion; and an area signal company, corps area signal battalion provide the personnel and equipment to operate the COSCOM/rear communications mode.

★12-4. COSCOM Communications Responsibilities

a. *Command Responsibility.* The COSCOM commander has responsibilities for communica-

tions operations within the command including:

(1) Command and control of limited organic communications-electronics (C-E) facilities.

(2) Coordinating with the corps signal brigade on matters related to the overall support provided by the brigade.

b. *Staff Responsibilities.* Staff responsibilities for COSCOM signal communications operations are charged to the Assistant Chief of Staff, SOTI, and the communications-electronics (C-E) officer assigned to his staff. This responsibility includes the formulation of C-E plans, policies, and procedures and the integration of C-E plans with other tactical and logistics operations.

c. *Staff Coordination.* The C-E officer must assume the initiative in determining C-E requirements and in conducting necessary staff coordination on all matters within his area of responsi-

bility. Specifically, he must effect coordination on C-E operations by dealing directly with:

- (1) The COSCOM general staff.
- (2) The C-E officer of subordinate and attached units.
- (3) The C-E officer of the corps that the support command is supporting.
- (4) The representative of the signal brigade commander for detailed communications trunking.
- (5) The supporting area signal center commander on local communications matters.
- (6) The Combat Electronic Warfare Intelligence (CEWI) Group supporting the corps.

12-5. Communications-Electronics Planning

Communications and electronics planning encompasses all staff actions that the support command C-E officer takes in preparing for projected operations. The major C-E planning techniques are C-E estimates, plans, and orders. FM 24-16 and

FM 101-5 contain details on signal planning and the format and content of signal orders and instructions.

12-6. Communications Considerations

The COSCOM C-E officer exercises technical supervision over the communications elements assigned or attached to the COSCOM. In discharging, this responsibility, the COSCOM C-E officer must consider:

- a. The internal communications system for COSCOM headquarters and for the support group headquarters subordinate to the COSCOM.
- b. The communication links and requirements between the COSCOM headquarters, subordinate COSCOM elements, supported units, and the supporting area signal centers in the area communications system.
- c. The communications capability organic to the COSCOM units and the linking of these capabilities into a workable COSCOM communications system.

Section III. COMMUNICATIONS FOR OPERATIONS

★12-7. The Corps Area Communications System

The corps area communications system is composed of area signal centers interconnected by trunk circuits under the centralized control of the corps signal brigade. The signal battalions of the corps signal brigade install and operate these centers. Each area signal center is assigned a geographical area for operations. The size of this area is determined by the location, disposition, and the C-E requirements of the supported forces. FM 11-92 contains details covering the corps area communications system.

★12-8. Support Command Internal Communications System

Each support command communications capability consists of communications personnel and facilities assigned to the support command, headquarters of the support groups and the organic communications equipment the support battalions and other support units assigned or attached to these groups. A support company is assigned to the COSCOM to provide communications for the COSCOM headquarters; a communications section is integral to each support group headquarters. The company and the section provide the internal communications that these headquarters require.

★12-9. Integrated Communications System

a. Control of the theater communications system is exercised at theater. Each support command C-E officer coordinates with the representatives of the higher level C-E staffs, the corps signal officer, and the commanding officer of the supporting area signal center to insure that the service provided by the area signal system is adequate to support the COSCOM. Additional service is usually requested through the commanding officer of the area signal center. Requirements for service beyond the capability of the signal center are referred to the signal brigade commander for necessary action.

b. The support command C-E officer exercises control of the COSCOM communications system. This control is confined to personnel, equipment, and facilities organic to COSCOM subordinate units and to communications units that may be assigned or attached to the COSCOM. Extension link facilities (personnel, equipment, and circuits) provided by the supporting area signal center remain under the operational control of the commanding officer of the center. The C-E officer maintains complete and current signal communications records to provide accurate directory and routing information.

c. Since the support command does not have the capability to install the trunks required to inter-

connect the various headquarters of the COSCOM, resources available to the signal brigade commander and the corps signal officer are used. The C-E officer of each support command must coordinate with the commanding officer of the supporting area signal center to secure communications between:

- (1) Corps headquarters and the headquarters

of the COSCOM.

- (2) The COSCOM headquarters and the headquarters of the support groups and other elements subordinate to the COSCOM and the supported divisions.

- (3) The headquarters of the support groups and the support battalions within these groups.

Section IV. ORGANIZATION FOR OPERATIONS

12-10. COSCOM Headquarters (C-E) Staff Personnel

The table of organization and equipment (TOE) of the headquarters and headquarters company (HHC) of the COSCOM authorizes a C-E officer.

- a. The C-E officer advises the commander on signal communication and electronic matters and exercises technical supervision over the installation, operation, and maintenance of the COSCOM signal communications system for future locations of headquarters and command posts.

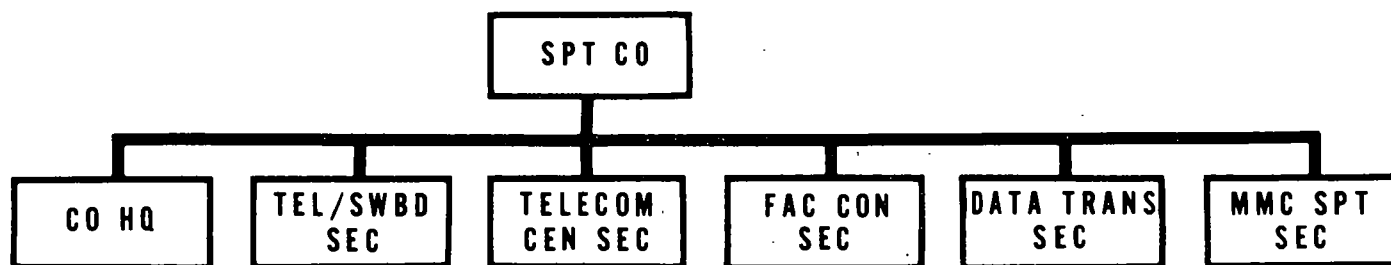
- b. As a member of the ACofS, SOTI staff sections, the C-E officer is included in staff planning actions so that he can present to the commander and the other members of the staff the communications-electronics aspects of projected operations.

ations.

★ 12-11. COSCOM Rear Node

The support company, command operations battalion; the support radio company of the corps radio battalion; and an area signal company, corps area signal battalion provide the personnel, generator sets, and C-E facilities at the COSCOM rear node which operates on a 24-hour basis.

- a. *Support Company, Corps Signal Command Operations Battalion (TOE 11-409).* The support company is organized into a company headquarters, a telephone/switchboard section, a telecommunications center section, facilities control section, a data transceiver section, and an MMC support section (see figure 12-1).



★ Figure 12-1. Support company, corps command operations battalion.

- (1) *Capabilities.* The support company, when at full strength, provides the following at COSCOM rear:

- (a) A telephone central office.
- (b) Two secure teletypewriter terminal facilities, each capable of providing three full-duplex circuits.
- (c) Two secure tape relay facilities, each capable of providing five full-duplex circuits.
- (d) A communications patch panel providing circuit patching and control of terminal communication facilities.
- (e) Message handling, motor messenger,

and message distribution services.

- (f) Facsimile equipment.
- (g) Installation and maintenance of local telephone circuits and local telephones.
- (h) Data transceiver equipment when the requirements have been identified.
- (i) Organizational maintenance of organic arms, vehicles, generator sets, air conditioners, and C-E equipment.
- (j) A 24-hour food service facility to support the communications mission.

- (2) *Employment.*

- (a) *Company headquarters.* The company

headquarters, organized along conventional lines, coordinate administration, training, and operational mission activities of the company.

(b) *Telephone/switchboard section.* The telephone/switchboard section provides the following equipment and services. A manual telephone central office, AN/MTC-1, which can accommodate 200 local and 20 trunk telephone circuits; 30 TA-312 and 70 TA-236 telephone sets and sufficient field wire to satisfy the telephone subscriber requirements at the COSCOM rear node; a generator set, PU-619, for the AN/MTC-1; and a complement of approximately 13 personnel to install, operate, and maintain the telephone/switchboard facility.

(c) *Telecommunications center section.* The telecommunications center section provides the following equipment and services: two message centers, AN/GSQ-80, for receiving and distributing messages; a facsimile set, AN/TXC-1 (installed in one of the AN/GSQ-80s), provides facsimile service for the COSCOM rear node; two generator sets, PU-618 for the AN/GSQ-80s; two teletypewriter operations centrals, AN/MGC-19, each one capable of providing 5 FDX or 10 HDX secure tape relay teletypewriter circuits; two generator sets, PU-619 for the AN/TSC-58s; and a complement of approximately 57 personnel to install, operate, and maintain the telecommunications facility.

(d) *Facilities control section.* The facilities control section provides a communications operations center, AN/MSC-31, and a communications patch panel, SB-675/MSC, to establish the communications nodal control element (CNCE), at the COSCOM rear node. This section also provides two generator sets, PU-618, for the AN/MSC-31 and the SB-675/MSC, and a team of 6 personnel to install, operate, and maintain the CNCE at the COSCOM rear node.

(e) *Data transceiver section.* The data transceiver section will provide data service (equipment and personnel) when the requirement for this service has been identified.

(f) *Materiel management center (MMC) section.* The MMC section provides the following services: a 120-line telephone central office; a teletypewriter terminal facility which provides three full-duplex circuits; message handling and motor messenger services; data transceiver equipment when the requirements have been identified; facsimile equipment; and a complement of approximately 28 personnel to install, operate, and maintain the sections equipment.

b. *Support Radio Company, Corps Signal*

Radio Battalion. In support of COSCOM rear, this company provides multichannel communications facilities, radio teletypewriter (RATT) stations, and radio wire integration (RWI) facilities by its command multichannel platoon and COSCOM/rear support platoon (see figure 12-2).

(1) *Command multichannel platoon.* The command multichannel platoon provides a radio repeater set, AN/TRC-152, to extend the distance of the radio multichannel system between corps main and COSCOM rear if necessary. Also provided is a generator set, PU-618, for the AN/TRC-152, and a team of three personnel to install, operate, and maintain the radio relay site.

(2) *COSCOM/rear support platoon.* This platoon provides the following:

(a) Radio terminal, AN/TRC-151, to terminate a 24-channel radio-multichannel system between corps main and COSCOM rear and an AN/TRC-151 to be used for displacement purposes.

(b) A generator set, PU-618, for each of the AN/TRC-151s and a team of three personnel to install, operate, and maintain each of the AN/TRC-151s.

(c) A radio teletypewriter set, AN/GRC-122, to operate in a corps command/operations RATT net; a generator set, PU-620, for the AN/GRC-122; and a team of four personnel to install, operate, and maintain the RATT station.

(d) A radio set, AN/VRC-49, and a radio control set, AN/GSA-7, mounted in a 3/4-ton truck provide the RWI capability at the COSCOM rear node; a generator set, PU-617, for the RWI station; and a team of three personnel to install, operate, and maintain the RWI station.

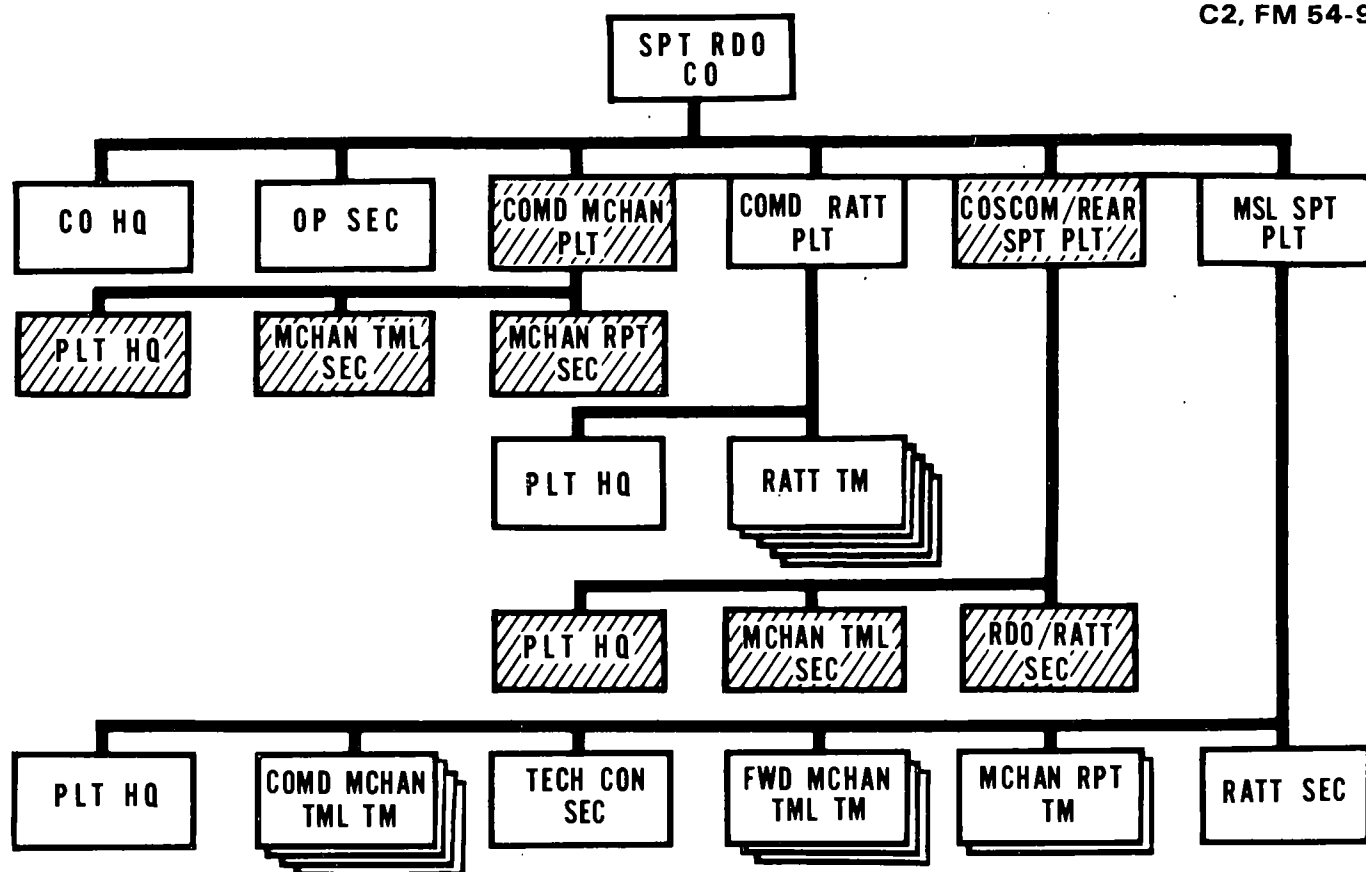
c. *Corps Area Signal Company, Corps Area Signal Battalion.* This company is organized as shown in figure 12-3, and provides the following support to the COSCOM rear by its multichannel access platoon.

(1) A telephone terminal, AN/TCC-72, to terminate a 12-channel cable system between COSCOM rear and an area node.

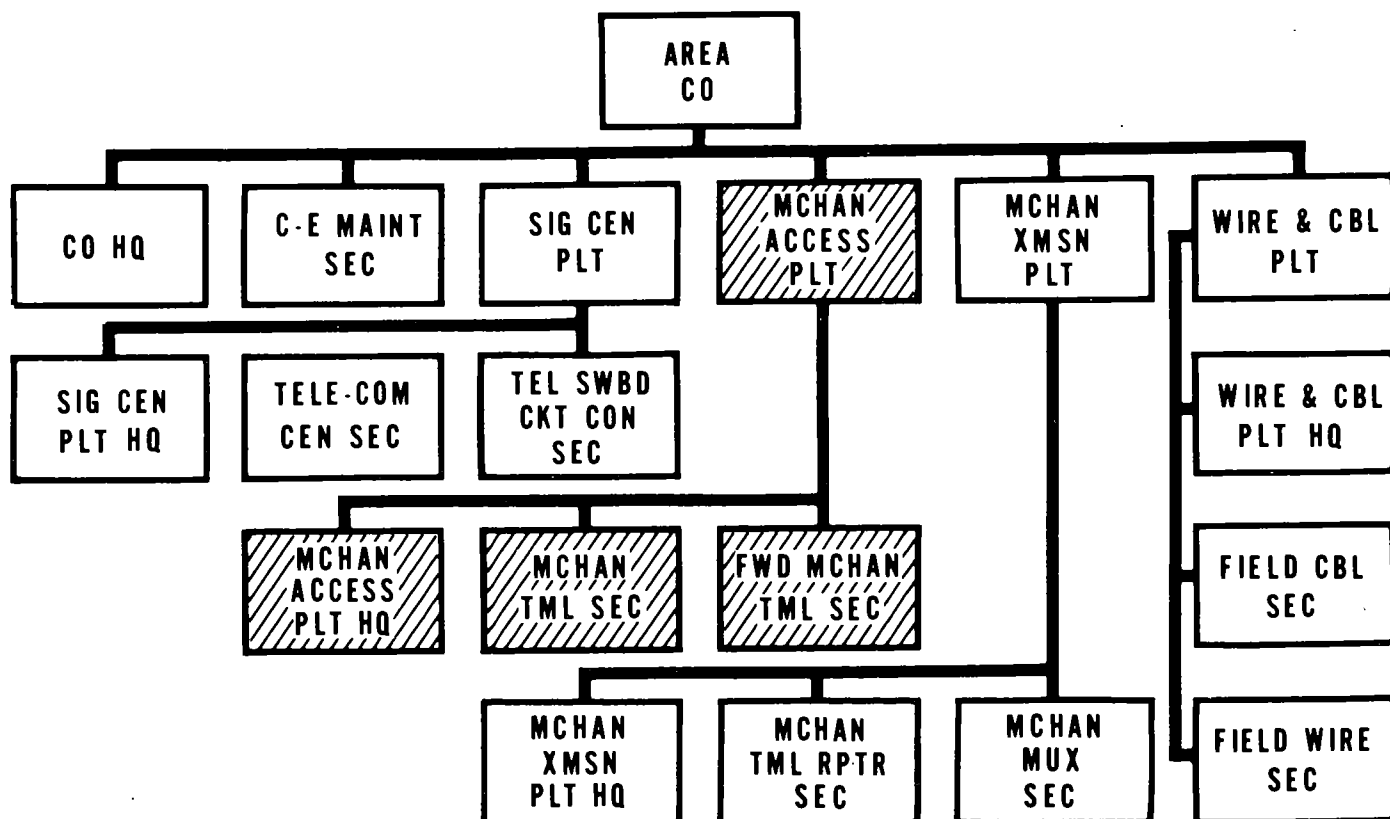
(2) A generator set, PU-628, for the AN/TCC-72 and a team of three personnel to install, operate, and maintain the AN/TCC-72.

☆ 12-12. Communications Section, HHC, Support Group, Corps Support Command

Each support group HHC has an organic communications section, whose mission is to provide internal radio and wire communications service and support to the group. The section consists of a message center and a wire operations team.



★ Figure 12-2. Support radio company, corps signal radio battalion.



★ Figure 12-3. Corps area signal company, corps area signal battalion.

a. *Communications Section.* The communications section has a tactical communications chief (E-8) to provide command and control of the activities of the section. This NCO is assisted with advice and guidance by the group staff communications-electronics officer.

b. *Message Center.* The message center accepts and processes messages for transmission and delivery to the addressee. The section provides off-line cryptographic services only. This center is also equipped with terminal teletypewriter and associated security equipment and has personnel

for 24-hour-a-day operation. The teletypewriters are used on circuits from the switching and relay center of the supporting area signal center through which messages are routed to and from any teletypewriter stations of the system. FM 24-17 contains details of message center operations.

c. *Wire Operations Team.* The wire operations team installs, operates, and maintains a 30-line manual telephone switchboard and installs and maintains the local telephone and lines. Long distance telephone service is provided through

facilities installed and operated by units of the signal brigade.

12-13. Connection With the Area Communications System

The communications platoon furnishes internal communications for group headquarters only; therefore, a means of entry into the area communications system is needed. This requirement is met from extension facilities available to the supporting area signal center commander. These extension facilities (links between the area communications system and group headquarters) consist of personnel and radio and/or carrier multiplexing equipment installed, operated, and maintained by the area signal center. Connections are then made between the multiplexing equipment and the group headquarters wirehead.

12-14. Communications Security and Electronic Warfare

COMSEC assistance for facilities used by COSCOM and its subordinate elements are provided by the US Army Security Agency (USASA) group (FM 32-10) attached to the theater army. As part of its electronic warfare (EW) support, the group also provides guidance for improving COSCOM's defensive posture to minimize the occurrence and effects of hostile electronic countermeasures (ECM). Procedures relating to COMSEC and electronic counter-countermeasures (ECCM) are discussed in FM 32-5 and FM 24-18, respectively.

a. Communications Security.

(1) The need for COMSEC arises from the enemy's capability to derive valuable intelligence information from the intercept and analysis of friendly communications. The study of COSCOM communications can reveal to the enemy valuable information concerning logistic requirements of the supported field army. While information concerning separate operations within the COSCOM may not in itself be classified, the collection of POL and ammunition data, traffic control information, maintenance or personnel replacement rates, etc. can reveal a great deal about impending operations. Individual transmitters can be located through the use of direction-finding techniques enabling the enemy to determine the location and to trace the movements of particular units of the COSCOM. Even on secure circuits, sudden increases or decreases in the volume of radio traffic can indicate forthcoming major operations.

(2) COMSEC is the protection resulting from all measures to deny unauthorized persons in-

formation of value that might be derived from the possession and study of telecommunications or to mislead unauthorized persons in their interpretations of the results of such possession and study. COMSEC includes crypto-security, emission security, transmission security, and physical security of COMSEC materials and information.

b. Electronic Warfare.

(1) Modern military forces depend increasingly on electronic devices for the command and control of forces and employment of weapons. This dependence makes modern military forces vulnerable to hostile action, which reduces the effectiveness of C-E devices. As new developments continue to automate the functions of warfare, the importance of all members of the Army becoming knowledgeable of EW and capable of operating efficiently in an EW environment increases.

(2) As previously stated, EW consists of ECM, electronic warfare support measures (EWSM), and ECCM.

(a) ECM (i.e., jamming and deception) are those actions taken to exploit, deny, or reduce the effectiveness of an enemy's use of electromagnetic radiations. The fact that COSCOM headquarters is some distance from forward elements does not prevent the possibility of enemy ECM's being directed against it. Airdropped expendable jammers and airborne ECM platforms enable the enemy to direct both jamming and deception against COSCOM communications.

(b) The enemy employs EWSM in the form of emitter location and identification to provide the technical data base for the conduct of ECM. EWSM, together with communications intelligence (COMINT) and intelligence from other sources, provides the enemy with tactical and technical data which he may use to support his fire and maneuver operations. For example, intercepted COSCOM communications can indicate the nature and the function of COSCOM headquarters to the enemy and EWSM can provide the requisite data for missile, artillery, or air strikes.

(c) ECCM are those actions taken to insure friendly effective use of the electromagnetic spectrum despite the enemy's use of ECM. ECCM consists of operating procedures incorporated into unit training and SOP's, and antijamming circuitry or design. Maximum protection against enemy ECM and EWSM is achieved through the combined employment of COMSEC procedures and ECCM techniques.

(3) FM 32-20 contains details on EW.

Section V. ENGINEER INSTALLATIONS SUPPORT

12-15. General

Engineer Real Property Maintenance Activity (RPMA) installations support, consisting of engineer repairs and utilities, firefighting, and real estate services in the combat zone is a responsibility of the Engineer Command (ENCOM) and may become a responsibility of the corps during fast-moving operations. This support is accomplished by cellular teams of the TOE 5-500-series assigned to and under the command and control of facilities engineering companies, groups, or districts depending upon the concept of support required. These teams are assigned to corps support command with subsequent attachment to the support group.

12-16. RPMA Teams

a. Utilities teams are designed to work in forward areas on repairs and utilities. There are two types of facilities engineering utilities teams assigned to the COSCOM—

(1) Team HF (utilities) (TOE 5-530) normally is assigned to a facilities engineering company and provides support on an area basis to the support groups of the COSCOM. This team has one officer, one warrant officer, and 54 enlisted men. They can provide maintenance of utilities at installations of from 2,500 to 4,000 individuals.

(2) Team HE (utilities) (TOE 5-530) normally is assigned to a facilities engineering company or group and provide support on an area basis to the corps support groups operating in the forward portion of the CRA. This team has one officer and 32 enlisted men. They can provide maintenance of utilities at installations with a population of up to 2,500 individuals.

(3) In a four-division force one team HF is assigned to the support group in the rear portion of the CRA and two teams HE are assigned to the support group in the forward portion of the CRA. These teams are normally attached to subordinate units of the support groups.

b. Firefighting teams provide fire protection and prevention for COSCOM. Normally, the four firefighting teams of the TOE 5-510-series are combined to form a firefighting platoon. One team FA (firefighting headquarters), one team FB (fire truck), one team FC (water truck), and three teams FD (brush fire truck) form a firefighting platoon.

These platoons are assigned to facilities engineering companies or groups and provide support to the command and are, in turn, attached to the subordinate units of the support groups of COSCOM. Two firefighting platoons normally are assigned to the four-division force.

c. An engineer real estate team performs real estate service. This team HC (real estate) (TOE 5-530) consists of five officers and 11 enlisted men.

12-17. Method of Operation

a. The support groups of the COSCOM with responsibility for storage and issue of supply, equipment maintenance, and administrative services are the principal users of RPMA repairs and utilities support and fire protection and prevention. Medical service in the combat zone is also a user of this type of engineer support.

b. The principal requirements for repairs and utilities support outside the COSCOM organization are in the corps headquarters. One team, or a part of one team, normally supports corps headquarters. Installation support is also required by the COSCOM, and the corps support groups, and medical service activities. In addition to headquarters support missions, the RPMA teams may be assigned to support field installations on a periodic basis or in response to work order requests. Utilities teams attached to the support groups may be further attached to subordinate elements as required to provide utilities support.

c. Firefighting teams are assigned to facilities engineering companies or groups with area responsibility assigned in accordance with the density of supply and maintenance activities. However, firefighting teams operate under centralized control so that area responsibility can be rapidly shifted when teams are committed to firefighting operations.

d. The real estate team receives staff supervision from the ACofS, Services, COSCOM. It operates throughout the combat zone to acquire, inventory, record, and dispose of real property required by elements of the corps.

e. FM 5-142 contains a further discussion of engineer installation support in the combat zone. FM 5-1 contains a more detailed discussion of the mission, organization, and capabilities of the teams.

Section VI. OTHER ENGINEER SUPPORT

12-18. Supply

In addition to the engineer teams above, certain other engineer teams of the TOE 5-500-series may be attached to the support command and, in turn, to the support groups to produce industrial gases and lumber required in the combat zone. There are two such teams: AB-AC. Their mission, organization, and capabilities are discussed in more detail in FM 101-10-2 and FM 5-1. Corps engineer combat battalions of the engineer combat brigades provide potable water to COSCOM units. See TM 5-700 for additional details. The corps depot operated by the engineer topographic companies of the corps engineer brigades provides the COSCOM topographic maps and map products.

12-19. Construction

Engineer combat brigades of the corps provide engineer support to COSCOM units. COSCOM places requirements for engineer support on the corps engineer combat brigades. The commanders of these brigades accomplish the required support (which includes both combat support and combat service support tasks) in their areas of responsibility

in accordance with policies and priorities established by the force commander at each echelon. FM 5-142 contains a detailed discussion of the engineer combat brigades and the support that they provide.

12-20. Camouflage (Countersurveillance)

The basic principles of camouflage are followed in an offensive operation as well as in a static or defensive situation. The responsibility for camouflage rests on the commander, and all troops must be aware of the principles and techniques of camouflage. Technical advice and assistance is provided by the engineers. In a fast moving offensive situation it is doubtful if time will allow extensive artificial camouflage measures. However, engineers advise and assist other troops in the utilization of natural features which will aid in camouflage and concealment. During preparation for offensive operations, special attention is given to camouflage, concealment, and disguise of units and activities which may reveal friendly plans (FM 5-20). Camouflage is an important supporting element of tactical cover and deception (FM 31-40).

Section VII. MILITARY POLICE SUPPORT

12-21. Corps Provost Marshal

Each corps is authorized a military police group or brigade, dependent upon the mission and the number of divisions assigned to the corps. The commander of the military police group/brigade also serves on the staff of the corps commander in a dual capacity as the corps provost marshal. The corps provost marshal advises the commander on all matters relating to military police activities throughout the corps service area and performs the duties stated in FM 101-5 for the provost marshal.

12-22. Corps Provost Marshal Section

Manning requirements for the corps provost marshal section and for a provost marshal staff element to be collocated with the COSCOM are provided for by TOE 19-272, Military Police Group, and TOE 19-262, Military Police Brigade.

12-23. Corps Military Police Support

a. The corps military police provide a wide spectrum of military police support and services throughout the corps service area. In the main, the military police units assigned to the corps military police group brigade are employed in a general support role throughout the corps service area, with

direct support as required to the divisions. Units of the corps military police group/brigade will normally be placed in direct support or attached to a division or brigade on an independent operation. Additionally, division military police support is augmented, as necessary, from corps military police resources.

b. Military police support activities provided to the corps and COSCOM include the following:

(1) Combat support in the form of offensive and defensive operations against minor enemy elements; tactical operations in urban areas; convoy escorts; route security; and route reconnaissance.

(2) Circulation/movement control, to include vehicular traffic, convoys, refugees, individual movement, curfews, identification and registration systems, and lines of communications.

(3) Police intelligence activities, to include data developed in conjunction with indigenous police forces and collection, evaluation, and dissemination of law enforcement and security data.

(4) Enforcement and maintenance of military law, order, and regulations.

(5) Apprehension of military offenders and civilian offenders.

(6) Collection and evacuation of enemy PWs.

(7) Internal security of command posts and other critical facilities.

(8) Crime prevention and coordination of criminal investigations.

(9) Temporary confinement of military prisoners.

(10) Stability operations and activities, to include police internal defense operations, combined and joint patrol operations, police aspects of populace and resources control, and police training and advisory activities.

(11) Protection of Government property, include the prevention of pilferage of equipment and supplies in transit and in storage.

(12) Physical security, to include physical security surveys and inspections, site/facility security of tactical operations center/command post (TOC/CP), ammunition storage sites, etc.

(13) Provision of military police support to RAP operations.

(14) Providing advice, assistance, and support to indigenous military and paramilitary police elements in support of US objectives.

(15) Operational control of tactical areas of responsibility.

c. Military police units establish patrols and fixed posts throughout the area of responsibility to perform area-oriented functions, such as traffic control; maintenance and enforcement and discipline, law and order; criminal investigation; security of selected routes and movements; circulation control of individuals, stragglers, and refugees; assistance in RAP activities; and employment in towns and cities.

CHAPTER 13

REAR AREA PROTECTION

Section I. GENERAL

13-1. Purpose and Scope

Overall area security is the responsibility of the senior commander in the area. Rear Area Protection (RAP) presents problems different from those in the forward area. The primary missions performed in rear area are combat support and combat service support. The purpose of RAP is to prevent interruptions of combat operations and combat service support by enemy action or natural causes. The threat of such interruption is much greater in warfare today than in the past. Nuclear, chemical, and radiological weapons; airborne and airmobile forces; guerrillas; infiltrators; and saboteurs are major components of this threat. Installations formerly protected from the front by distance are now within range of mass destruction and mass casualty weapons. Extended frontages and wide gaps between combat forces increase the vulnerability of rear areas to attack and require greater emphasis on RAP (including counterintelligence measures).

a. RAP includes all actions taken to counter enemy threats to units and to reduce damage to activities and installations in the rear area. RAP includes those actions taken before, during, or after attacks to avoid or reduce the effect of enemy actions, major accidents, or natural disasters. RAP specifically includes consideration of political actions taken before, during or after the creation of a threat and the separate and specific actions of rear area security and area damage control.

b. Rear area security measures include all actions to prevent, or neutralize attacks on units, activities, and installations in rear areas. Normally, these measures do not include active air defense operations, although passive measures should be adopted as a matter of general practice. Attacks so great as to endanger the command as a whole are part of the main battle requiring use of reserves or combat units from forward areas and are beyond the scope of rear area security.

c. Area damage control includes those measures taken before, during, and after attack by nuclear or other weapons, or by natural disaster, to avoid and reduce their effects and to aid in the continuation or reestablishment of combat operations and combat

service support. In forward areas, avoidance and/or control of damage to a significant extent is included as a normal part of tactical planning and operations; for example, tactical warning and information nets and boundaries are used to delineate and control dispersion areas.

d. Within the rear area, all commanders are responsible for local security and damage control for their own units and installations. Overall responsibility for RAP within the corps area, excluding division areas, is the responsibility of the COSCOM commander. He is responsible for the integration of local security and damage control plans into the overall area plan. When necessary for operational control and coordination, subareas are formed within the rear area. All units physically within the subarea, including table of organization and equipment (TOE) unit replacements awaiting assignment, are integrated into the RAP plans for that subarea. These plans are coordinated between adjacent units and with higher headquarters.

13-2. Composition of Forces

RAP forces consist of army combat and combat support units specifically assigned RAP missions; combat service support units or elements thereof; and friendly national military, paramilitary, police forces and civilians. Prisoners of war may be used for labor in damage control operations on the approval of the corps support command (COSCOM) commander when authorized by the Department of the Army and theater policy during emergencies.

a. Combat service support units and designated security detachments and damage control teams from these units are used for RAP functions at their own installations. When warranted during an emergency, these units may assist other installations—they retain their unit integrity or activate their designated RAP potential listed in their TOE.

b. Combat and combat support units, when required, are assigned specific security and damage control missions in the rear area. These missions include, but are not limited to, defensive and offensive operations, surveillance reconnaissance,

sweeps, route security, and populace and resources control.

c. In emergencies, units in reserve and individual and unit replacements may be used to augment rear area security forces. Such employment will not be of such duration or scope as to disrupt the replacement system.

d. Use of friendly local personnel for RAP reduces the number of US troops regularly committed to these functions. In RAP operations, friendly local forces can be particularly effective in countering enemy guerrilla activity. In area damage control operations, local civilians and prisoners of war may provide an important source of labor.

e. When rear areas are in or include national territory of an allied country, the interests, responsibilities, and capabilities of the friendly government and its forces figure prominently in determining the source of troops and the organization for RAP. The ACofS, CMO has a major role in this determination.

13-3. Command Relationships

The presence of combat, combat support, and combat service support organizations in the corps rear areas increases the need for command coordination. To provide for coordinated and effective RAP operations, the relationships between these organizations and between the functions they perform must be defined clearly by the corps commander. Unity of command on an area basis for execution of RAP is essential.

a. The COSCOM commander is assigned responsibility for the preparation and execution of RAP plans within the corps rear area. Normally, he assigns this mission to the support group commanders.

b. The corps rear area is divided into a number of subareas with a subarea controller responsible for RAP within his area. When enemy operations warrant, separate boundaries are established for rear area security to coordinate tactical operations against enemy forces. Normally, support group commanders are appointed subarea controllers. In addition to commanding his own units, each subarea controller is responsible for controlling and coordinating RAP plans and operations of other units within his area of responsibility.

13-4. Rear Area Operations Support Center (RAOSC)

a. In the COSCOM, a Rear Area Operations Support Center (RAOSC) (TOE 29-408) is assigned to each support group to provide the services enumerated for the support group. (In an unusual situation, the RAOSC may operate under direct

control of the COSCOM ACofS, Security, Plans, Operations, and Intelligence.)

b. RAOSC are organized into five sections as follows:

(1) Detachment headquarters, which provides supervision over and support to the other RAOSC sections.

(2) The Security, Plans Operations and Intelligence Section is designed and staffed to provide the support group commander with current information of the situation in his area and the resources available to cope with RAP emergencies. It provides, in addition to the support group headquarters, all tenant units, and adjoining RAOSC pertinent information and assistance in rear area security and area damage control functions and operations. It supervises and coordinates the planning for and operations concerned with rear area security and area damage control activities. It implements the RAP policies and plans of the supported headquarters.

(3) The Rear Area Security Task Force Command Section provides for planning and control for rear area security emergencies. Provision is also made for inspection and supervision of all rear area security functions. It includes a task force commander, who, when so directed, assumes operational command over activated rear area security forces.

(4) The Area Damage Control Task Force Command Section provides for developing area damage control plans, coordination, control, training and rehearsing area damage control forces. It provides for inspection and supervision of all area damage control functions. The section includes a task force commander, who, when so directed, assumes operational command over activated area damage control forces.

(5) The administrative and Logistical Section, provides the command and supervision for enlisted personnel and unit level support to include administration, mess augmentation, organization support and maintenance, security, training, and communication support for the operation center.

c. The RAOSC is assigned to the support group and is further under the staff supervision of the S2/S3.

d. Functions and responsibilities are:

(1) To create RAP forces, plan for their employment, training and command them when activated.

(2) To collect, collate, and disseminate information pertaining to operations in the area.

(3) To coordinate intelligence matters with intelligence and counterintelligence units and tenant

units within the RAOSC's area and initiate requests for intelligence support from higher headquarters.

e. Radio teletypewriter (RATT) will provide the primary means of insuring adequate communications to forces engaged in RAP operations. The Theater Army Communication System (Theater

Army Communications Command (TACCOM)) will satisfy the communication requirements for flexibility, reliability, survivability, redundancy, security, capacity, and quality. The RAOSC TOE provides separate mobile tactical communications equipment for emergencies.

Section II. OPERATIONAL PHASES

13-5. General

RAP operations are conducted in three phases: phase I—before occupation of terrain; phase II—before hostile attacks or natural disaster; and phase III—during and after hostile attack or a disaster.

13-6. Responsibilities

a. Corps Area.

(1) The corps commander has territorial jurisdiction over the entire corps area, controlling both movements and space allocation. As the territorial commander, he has command responsibility for RAP operations within his area.

(2) The corps commander issues policy directives regarding RAP. These policies establish the basis for the divisional and non-divisional units (theater army, division rear echelons and COSCOM) coordination with the corps headquarters regarding RAP operations.

(3) The corps commander is also responsible to assign combat forces within the corps area with the specific mission of providing security throughout the corps area.

b. Corps Rear Area.

(1) The COSCOM commander is assigned operational responsibility for RAP in the corps rear area by the corps commander.

(2) Normally the COSCOM commander assigns RAP responsibility to his support group commanders for their portion of the corps rear area.

13-7. Rear Area Security Operations

RAP operations include the rear area security aspects of insuring coordination of security measures between installations and units; relief of those installations or units that are under attack; route and cross-country patrolling and convoy escort; surveillance of suspected bases of operations of guerrillas and infiltrators; denial of drop and landing zones; finding and destroying hostile forces operating in rear areas; and, the conduct of denial operations through combined operations with host country elements.

a. *Rear Area Security Operations.* These operations are performed in three phases.

(1) Phase I includes the development of in-

telligence requirements, planning for the grouping of units in relation to their RAP capabilities and requirements, the planning for dispersion of activities, the coordination of communications and tactical support requirements, and the delineation of boundaries.

(2) Phase II ranges from the initial planning for security and training in all its aspects to the actual conduct of reconnaissance and counterintelligence operations. Essential measures implemented during this phase include establishing local installation security elements; designating combat units, when required, to constitute the regular security forces; organizing, equipping, and training the units for their specifically designated security missions; initial assignment of area responsibilities to the rear area security forces; and establishing communication and warning systems. Standing operating procedures (SOP) are developed and rehearsed. Patrolling and convoy escorting are performed. This phase is characterized by intensive planning, coordination, analysis and activity in intelligence and counter-intelligence units.

(3) Phase III includes locating and attacking enemy guerrillas, saboteurs, and conventional forces and actively defending against these forces. The primary security mission of combat service support units is to protect themselves. The mission of any regular security forces is to fix and destroy the enemy or to keep the hostile elements sufficiently off balance to prevent their launching successful offensive operations. If hostile attacks do occur, regular security forces are deployed rapidly to defeat the enemy elements or to contain the attack until additional assistance is provided.

b. *Rear Area Security Forces.* In rear areas where combat service support units and friendly local elements are incapable of providing adequate security, specific combat or combat support units are assigned rear area security missions.

13-8. Area Damage Control Operations

a. Area damage control operations of each corps support command are under the control of the corps commander. The corps support command ACofS,

Security, Plans, Operations, and Intelligence supervises and coordinates these activities for the support command and other COSCOM units in each corps area, as necessary. Each support group commander, through the RAOSC, conducts area damage control planning and operational employment of RAP teams and units in response to area damage control situations within his geographical area of responsibility.

b. Area damage control activities, conducted by the support command, are essentially the same as rear area security operations. The corps support command insures that groups coordinate ADC planning operations in the corps rear area. Plans provide for assistance to stricken units, installations, areas, or subareas from adjacent units. These operations are conducted in three phases.

c. Phase I, before the establishment of an area, includes consideration of location, dispersal, construction, and mutual support of facilities within a base area.

d. Phase II includes preventive measures to avoid or lessen the effects of enemy attacks or natural disaster and readiness measures to prepare for phase III operations.

(1) *Preventive measures.* Dispersion, warning systems, protective shelters, counterintelligence, and deception are the main preventive measures used to avoid or reduce the effects of mass destruction and mass casualty weapons or natural disaster.

(2) *Readiness measures.* Readiness measures are completed insofar as possible before mass destruction and mass casualty attacks or natural disaster to insure prompt and effective implementation of phase II activities. These readiness measures include designating qualified personnel to take charge at the scene of attack; organizing, equipping, and training potential area damage control teams to implement damage control measures; preparing for the detection of chemical, biological, and radiological hazards and prediction of fallout; and making provisions for caring for a large number of sick and wounded and for disposing of the dead. Readiness measures also include designating areas of primary responsibility, establishing communications and warning and reporting systems and, conducting practice alerts. The care of the wounded and sick and disposition of the dead will also require particular advance consideration because of the great numbers of casualties that may occur at any moment. The ACofS, CMO will be directly concerned with the collection and burial of civilian enemy dead and the maintenance of necessary records.

e. Phase III includes those actions that begin

when an incident occurs. Designated supervisory personnel from the headquarters having area damage control territorial responsibility immediately proceed to the scene of the incident, assess damage to determine its impact on forces and on operations, and initiate actions to overcome the situation. If the installation commander or his representative cannot control the situation, the RAOSC area damage control task force command section or a designated area damage control party assists him. In some situations, when the damage sustained can be controlled by the installation headquarters, only necessary area damage control squads or teams may be sent to the area to assist in the recovery operations.

(1) An immediate problem following nuclear attack is fallout prediction and radiological survey and monitoring. The chemical, biological, and radiological element (CBRE) of the corps collects and disseminates information on fallout. As soon after an incident as possible, predicted fallout data are disseminated to all installations. Survey and monitoring procedures are initiated in accordance with unit SOP and FM 3-12.

(2) An important early step in phase III area damage control operations is damage assessment. Assessment consists of a direct examination of the affected area by units in the area, the RAOSC area damage control task force command section or a designated area damage control party. The damage assessment forms the basis for subsequent area damage control actions. Reports on the nature and extent of damage are expedited to the command headquarters to allow for necessary estimates and orders to initiate actions to reconstitute order and resume operations. By expeditious reporting, the interruption of operations is kept to a minimum and forces are provided with timely data that may dictate adjustment of priorities and plans.

(3) In those instances where area damage control plans can be employed profitably, the designated supervisory personnel from the command having territorial jurisdiction immediately implement area damage control phase III operations. Under certain conditions, the severity of the attack or disaster may be so great that no worthwhile purpose would be served by implementing phase III area damage control plans in a given area; for example, the total destruction of an installation by a nuclear weapon.

13-9. Chemical, Biological, and Radiological Functions and Responsibilities in Support of RAP

a. Chemical, biological, and radiological (CBR) responsibilities in support of RAP pertain largely to

measures for avoiding or minimizing the effects of enemy chemical, biological, and nuclear attack. These responsibilities are centered in the RAOSC. CBR operations performed in the RAOSC include:

(1) Assisting in the preparation of plans to minimize the damage effects of enemy mass destruction and mass casualty attacks, major accidents, and natural disasters.

(2) Preparing vulnerability analyses of units and installations within their area of responsibility in accordance with available intelligence.

(3) Receiving, collating, evaluating, and disseminating nuclear, biological, and chemical reports as specified in STANAG 2103 and discussed in detail in FM 21-40 and FM 3-12.

(4) Preparing and disseminating predictions of fallout from enemy-delivered nuclear weapons.

(5) Providing data on the casualty-producing effectiveness of, and degree of hazard from enemy chemical and biological attacks.

(6) Planning, controlling and coordinating chemical and biological detection and radiological monitoring and survey operations, and decontamination operations.

(7) Plotting and displaying forecasts and/or information on areas of chemical and biological contamination and the areas of nuclear detonations, to include radiological fallout.

(8) Assisting in planning, controlling, and coordinating area damage control teams.

(9) Employing riot control and smoke munitions within the capabilities of rear area protection forces.

(10) Providing advice on CBR matters to the commander and staff.

b. Detailed information pertaining to the CBR functions and responsibilities of units in RAP is contained in FM 31-85 and FM 3-1.

Section III. SUPPORT GROUP RAP

13-10. General

a. Each combat service support unit in each corps is responsible for its own local security and area damage control efforts and for providing mutual assistance to adjacent units within its capability. However, when hostile attacks are so great that they threaten the successful accomplishment of the combat service support mission, the corps must use combat units to overcome the threat.

b. RAP operations in the corps rear area normally are delegated to the support group commanders by

the COSCOM commander. The principle means available to the support group commanders for RAP operations are the personnel and equipment of the combat support and combat service support units in the corps rear area. The corps commander will make available other forces in the area, as necessary, including combat forces, to protect critical areas and to counter hostile threats. When feasible, local friendly forces may also be used. The support group S2/S3 is responsible for planning and supervising RAP operations in the corps rear area.



★ PART TWO

SUPPORT OF A CORPS CONTINGENCY FORCE

CHAPTER 14

INTRODUCTION

14-1. Purpose

Part two provides commanders and staff officers with guidance on the organization and operations of a corps level support command that is organized and oriented toward logistic support of a contingency force. It includes guidance for logistic support planning for anticipated contingency operations during peacetime, and for conducting logistic support operations during the initial and buildup stages of a contingency operation in an area where there is no existing established US base. It provides the doctrine for the deployment of a support command headquarters and its functional control elements engaged in corps-level combat service support (CSS) of the army component of a joint, specified or unified command.

14-2. Scope

a. This part of FM 54-9 covers the responsibilities and functions of the staff of a contingency-oriented COSCOM in the preparation for and execution of contingency operations. Whereas part one describes the responsibilities of a corps support command (COSCOM) headquarters in support of a forward deployed corps in an established theater of operations, this part describes the headquarters and its augmented command and control elements which provide the capability of supporting a multi-division task force in a newly developing contingency area.

b. Chapter 15 supplements the description of the COSCOM headquarters staff that is covered in chapter 2 of part one by identifying the responsibilities of the headquarters staff engaged in four phases of contingency activities. These phases are:

(1) *Contingency planning phase.* The preparation of the CSS portions of contingency plans for the support of a force prepared to be deployed to any contingency area or selected area in the world. These plans are prepared while the support command is stationed in CONUS in a training environment, engaged in normal command and control operations of those CSS elements that may be required to implement the plans.

(2) *Alert phase.* Actions to be taken during the period of alert, prior to deployment, to enable the support elements of the contingency force to disengage from CONUS installation responsibilities and prepare for movement.

(3) *Movement phase.* Activities that monitor and coordinate the transport of the elements of the contingency force and their supplies from installations in CONUS to their destinations in the contingency area.

(4) *Contingency area operations phase.* The establishment of operations in the contingency area and the development of operating relationships with the elements of the task force organization and officials of the host nation.

c. The environment that serves as a background for the doctrine of logistic support for a contingency force is assumed to be that of a friendly host nation geographically situated in an underdeveloped area where there is no existing established United States military base. While the organization and doctrine promulgated in this manual are directed toward the assumed situation in a friendly host nation environment which requires agreements and cooperation with the host nation, they are considered applicable to the conditions that may be encountered in a hostile situation.

14-3. Background

a. The results of previous United States combat operations has revealed that the Army needs an organized CSS management organization that is actually in being, and ready for deployment to a contingency area. The lack of preparedness, and the inefficient management processes that stemmed from it, resulted in greatly increased cost in time, manpower, and dollars. The causes for these conditions were manifold. The points enumerated below led to the development of the concept of rapid, integrated logistic support upon which part two of this publication is based.

(1) *Peacetime austerity* invariably resulted in a substantial reduction of standing military forces. Available funds were usually concentrated in combat type units with minimal provisions for

CSS units. Further, CSS command and control headquarters units were almost completely eliminated because the logistic support of combat units in CONUS was provided by the civilian manned installation system.

(2) The CSS commander did not participate in the contingency planning phase prior to alert for movement to the contingency area and he had no opportunity to insure adequate consideration of support requirements. This is understandable, since the CSS command and control headquarters usually was not activated until commitment of a contingency force was imminent.

(3) The apparent urgency of a contingency situation usually raised an emotional response to push large numbers of combat elements into the contingency area without adequate provision for the necessary CSS. This resulted in the late deployment of CSS operating units followed by their command and control headquarters. Often, these elements arrived on the scene after masses of supplies and materiel had been dumped in the contingency area.

(4) The command and control headquarters for a contingency operation was designed only after the specific area and scope of operations had been established and stabilized. This approach did not consider the growth required to contend with a phased expansion of the initial contingency force. Subsequent disruptive reorganizations were inevitable and the time lag required to modify organizations contributed to the "too little - too late" conditions.

b. The problems described above caused confusion, delay, unresponsiveness, excessive cost, and considerable waste in the entire support system. It sometimes resulted in failure to provide critical items required by the tactical force and impaired combat mission effectiveness. These early problems in the support system were usually manifested by an apparent shortage of supply. When the initial problems were overcome, the lack of adequate prior planning reversed the problems from shortages to uncontrollable excesses. Some of the specific details of this situation were:

(1) Inability to control shipping coming into the contingency area and to quickly clear ports of incoming cargo. This resulted in long tie-up of ships, congested ports, and delay in getting supplies to users.

(2) Inability to establish inventory control of supplies. This resulted in unidentified incoming supplies building up in depots and ports with no record of them and led to the submission of duplicate requisitions to CONUS for supplies that were already on hand.

(3) Inability to establish a timely requisition system to CONUS. This resulted in unneeded supplies being "pushed" into the contingency area by CONUS which caused further pile-up of shipping, port congestion, surpluses, and waste.

(4) Inability to provide accurate advance lines of communication and CSS facility intelligence and adequate CSS to tactical commanders.

(5) Failure to provide for calculated base development.

(6) Failure to develop timely real estate and facility acquisition, site location, and security provisions for operating units.

14-4. Basic Characteristics of the Supported Force

a. *Size of the Supported Force.* The size of a contingency force that dictates the deployment of a COSCOM cannot be less than one division. Further, it can be assumed that a division force would be the nucleus of a larger task organization. Therefore, although the supported force may employ only one division initially, it probably will rapidly expand to several divisions in size.

b. *Composition.* The command of the contingency force may be vested in a unified, specified, or combined headquarters. It is unlikely that a contingency combat operation involving a division or larger force would be unilaterally Army. It will probably involve several or all US military services, and, possibly, allied forces. In a contingency operation where the support command is deployed in support of a unified, specified, or combined command, operational control of the tactical forces is retained by the joint, or unified command. The support command has the role of providing and controlling CSS, and possibly combat support, to Army elements; and specified support to other elements of the force when directed to do so. If the contingency situation and the organization of the force warrant, the support command headquarters may be deployed without the combat support staff elements authorized by the TOE, or those elements may be transferred to the major Army component headquarters that has the tactical and combat support mission. The size and composition of the contingency force is tailored to accommodate the situation.

c. *Authority.* The contingency force commander exercises operational control through the commanders of the service components within the provisions of policies and directives imposed by higher authority and by legislation. He is authorized to:

(1) Plan for, deploy, direct, control and coordinate the actions of assigned forces.

(2) Conduct joint training exercises, as may be required, to achieve effective employment of the forces of his command as a whole.

(3) Exercise directive authority within his command in the field of logistics to insure effectiveness and economy in operations and the prevention or elimination of unnecessary duplication of facilities and overlapping of support functions among the services.

(4) Establish personnel policies as required to insure uniform standards of military conduct.

(5) Exercise directive authority over all elements of his command, in accordance with policies and procedures established by higher authority, in relationships with foreign governments, the armed forces thereof, and other agencies of the U.S. Government.

(6) Establish plans, policies, and overall requirements for the intelligence activities of his command.

d. Responsibilities.

(1) The contingency force commander may fix the responsibilities of the component commands on an area basis, as in delineating geographical areas of responsibility of combat divisions and the responsibility of the COSCOM for rear area protection; or responsibilities may be fixed on a functional basis, i.e. CSS, air support, or naval support. In assigning logistic support responsibilities, major emphasis is placed on mutual support arrangements among the services by the use of interservice support agreements, memoranda of understanding, and other documentation to avoid duplication of effort.

(2) Each component commander is responsible for making recommendations to the contingency force commander on the proper employment of his command, and for accomplishing the operational missions assigned to his command.

(3) The component commander communicates directly with his chief of service on logistical and administrative matters.

e. Joint Staff Organization. The joint staff of the contingency force is organized with appropriate members from each service having component forces under the command. The staff should be reasonably balanced with regard to the composition of the force and the character of the operations to insure recognition of the tactics, techniques, capabilities, needs, and limitations of the component services. Details of joint staff organization are covered in Joint Chiefs of Staff, Publication (JCS PUB) 2.

14-5. Basic Characteristics of the Contingency-Oriented COSCOM

a. Scope of Responsibility.

(1) The contingency-oriented support command is designed to support the Army component of a joint task force consisting of a unified, specified, or combined command headquarters; a major Army component headquarters; a variable number of combat divisions; and a variable number of combat, combat support, and CSS nondivisional units. It may also be required to provide specified support for elements of the other services attached to the force. The CSS organization can be tailored to the size and composition of the contingency force by adding or deleting CSS and combat support organizations. These organizations, which are controlled through the various battalion, group, and brigade headquarters, are formed by using TOE company and detachment-size units as building blocks.

(2) As depicted in figure 14-1, the commander of a joint task force exercises operational control of the force through the major service component commanders. The support command is subordinate to the major Army component, normally a corps headquarters. Operational control includes those functions of command involving the composition of subordinate forces, the assignment of tasks, the designation of objectives, and the authoritative direction necessary to accomplish the mission. It does not include such matters as administration, discipline, internal organization, and unit training. The joint task force commander exercises directive authority within his command in the field of logistics.

b. Role of the Support Command. The contingency-oriented COSCOM is characterized by its self-sufficiency. It fulfills its responsibilities without the controls of a higher administrative headquarters that exists in a fully developed theater of operations. In addition to exercising command and control of all Army logistic units and activities in the contingency rear area, this COSCOM is responsible for the conduct of support operations for the entire area to the rear of the division rear boundaries. It is authorized to deal directly with pertinent commands, centers, and agencies in CONUS without going through intervening headquarters. Finally, through augmentation, it has unique capabilities that enable it to exercise command and staff control of assigned or attached combat support elements in the area behind the divisions. In the event that a contingency operation should expand to general war proportions, the contingency-oriented support command headquarters organization is readily adaptable through reorganization to enable it to fulfill the

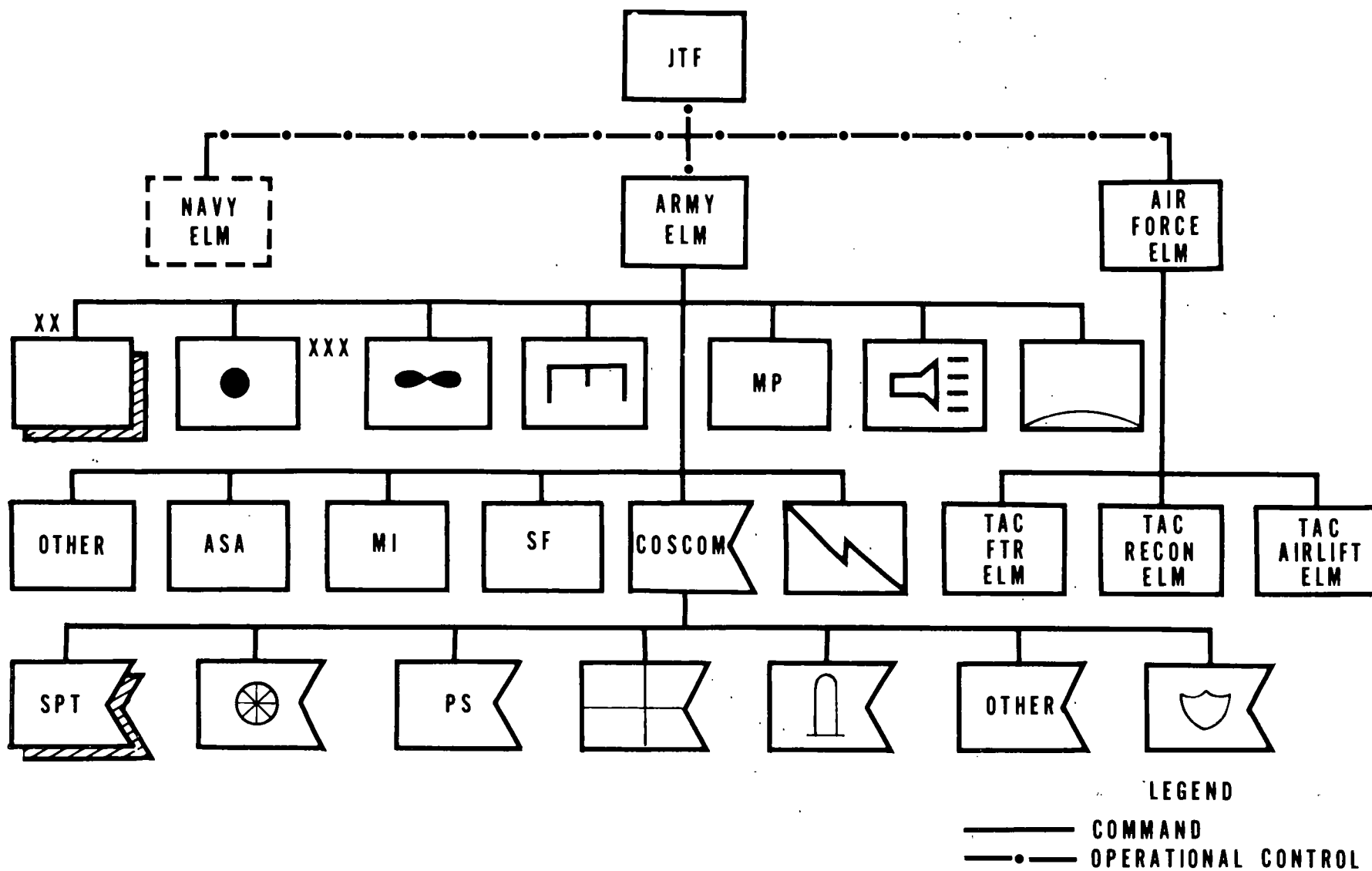


Figure 14-1. Illustrative contingency force.

role of a theater Army headquarters, or that of a COSCOM in support of a corps in a multi-corps theater.

c. CSS and Combat Support Provided.

(1) CSS and combat support are major considerations when planning contingency operations. This support must be adequate, yet provided as economically as possible. Each function must be examined and supervised to avoid excesses in quantities, capabilities, and standards. The support command may be assigned operational control of selected combat support units in the contingency force rear area as dictated by the situation.

(2) The COSCOM headquarters exercises command and control of the CSS and operational control of the combat support organizational elements that provide the services listed below. The majority of these services are classified as CSS; the last four are combat support.

- (a) Supply
- (b) Procurement
- (c) Property disposal
- (d) Maintenance
- (e) Transportation
- (f) Field services (laundry, bath, PX, graves

registration, etc.)

- (g) Labor
- (h) Health services
- (i) Personnel and administration
- (j) Comptroller (finance, budgets, programs, audits, etc.)
- (k) Welfare and recreation
- (l) Chaplain
- (m) Legal services
- (n) Construction (CSS)
- (o) Maintenance of facilities
- (p) Real estate
- (q) Base development
- (r) Management information systems
- (s) Aviation (provision and readying of aircraft)
- (t) General purpose ADP support
- (u) Rear area protection
- (v) Physical security
- (w) Communications (when the support command is the major Army element)
- (x) Air defense
- (y) Civil-military operations
- (z) Military intelligence

CHAPTER 15

CONTINGENCY-ORIENTED COSCOM HEADQUARTERS

Section I. GENERAL

15-1. Mission

In addition to the normal mission of a COSCOM defined in paragraph 2-1, the contingency-oriented COSCOM provides full-time, full-scale CSS of Army units using only assigned or attached TOE units, without assistance from its CONUS installation system, except medical support, which is provided by the supporting medical activity. It establishes and maintains channels of communication with and draws support from, CONUS commands and agencies.

15-2. Command Relationships

a. *With Higher Headquarters.* When supporting a contingency force, the COSCOM is under the command of the major Army component of the task force. The major Army component commander provides mission orders, consistent with his authority, to the Army divisions, the COSCOM, and other Army units of the contingency force, together with necessary policies, priorities, allocations, directives, and guidance to enable the major commands to execute assigned missions. The major Army component headquarters provides procedures and guidance for the establishment of appropriate channels of communication between the COSCOM and CONUS; and between the COSCOM and other US Services, allied forces, and other governments. The COSCOM headquarters communicates directly with appropriate CONUS commands, centers, and agencies. The major Army component commander may assign the COSCOM the responsibility of preparing CSS plans, directives, and guidance influencing the contingency force as a whole. Upon approval, these plans, directives, and guidance are issued in the name of the contingency force commander. When delegated authority, the COSCOM commander may issue technical instructions to supported units of the contingency force and may conduct technical inspections to insure compliance. The COSCOM commander may delegate authority to subordinate commanders to issue these technical instructions and to perform inspection functions.

b. *With CONUS Commands, Centers, and Agencies.* As indicated in 15-1 above, the support command establishes direct channels of communications with CONUS commands, centers, and agencies, i.e. the National Inventory Control Points (NICPs), the Logistic Control Activity (LCA), the US Army Finance and Accounting Center, the Military Traffic Management Command (MTMC), and others identified in paragraph 16-9. It places requirements for backup support and services on the CONUS agencies and coordinates the delivery of their support.

c. *With the U.S. Army Communications Command.* The US Army Communications Command (USACC) provides a command communications system, an area communications at echelons above corps (EAC), and communications into the contingency area if tasked to do so. USACC also provides divisional and nondivisional air traffic control and navigational aids facilities, as required. The USACC also provides communications-electronics materiel supply and maintenance for those systems and facilities as outlined in FM 11-23, FM 29-23, and FM 29-24. In addition, USACC provides communication security logistics support to all Army units within the contingency area and to other services and allied forces, as directed by the major Army component commander.

d. *With All Organizations in the Contingency Force Rear Area.* The contingency force commander prescribes the degree of authority that the COSCOM exercises over other elements in the rear area in executing rear area protection activities, area emergency warning, and stability operations.

15-3. Staff Organization

a. When the COSCOM headquarters is tailored to provide support for a contingency force, it becomes significantly larger than the COSCOM headquarters in support of a forward deployed corps. The additional personnel and equipment are authorized to enable the contingency-oriented COSCOM headquarters to control limited combat support in the contingency rear area, to provide a

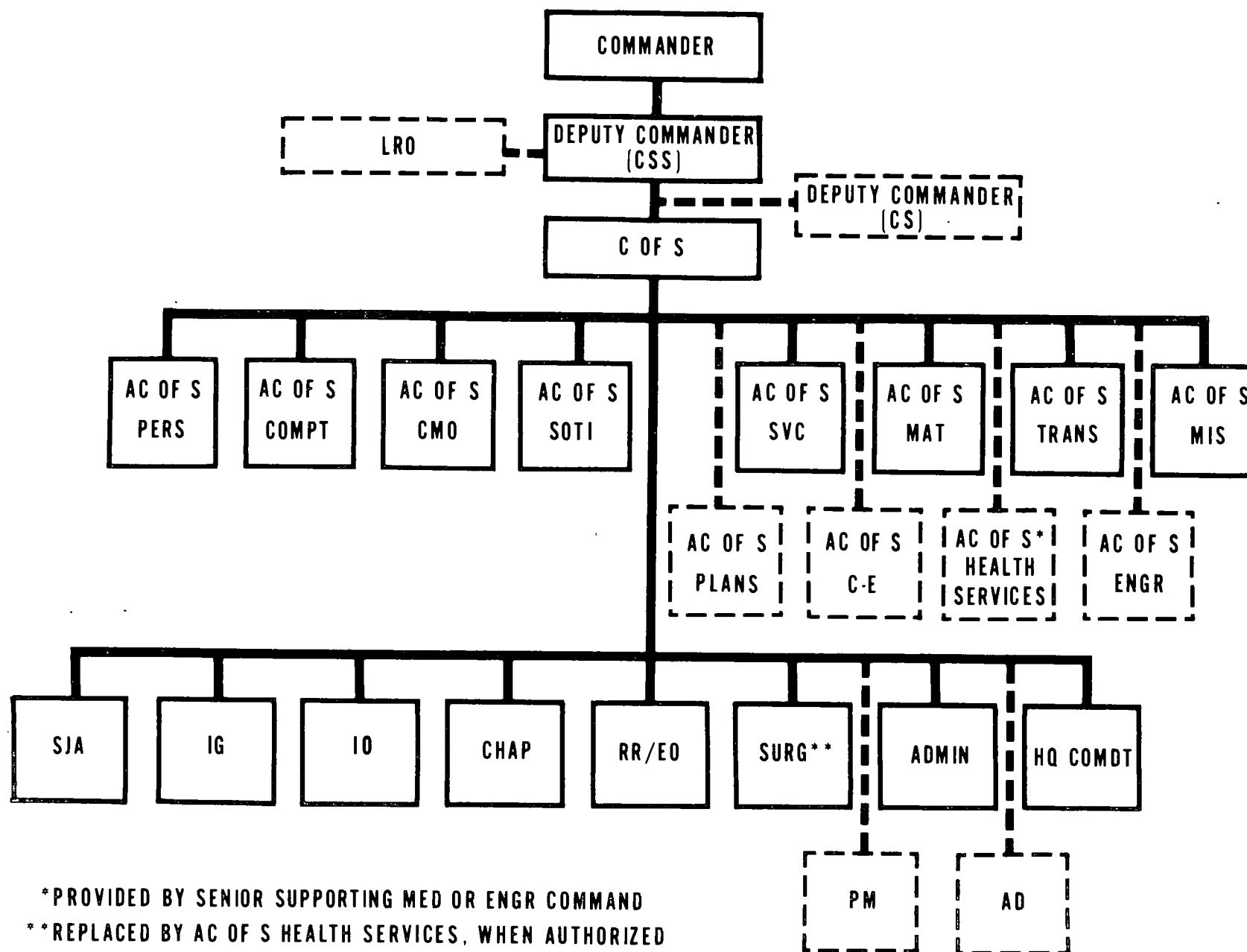


Figure 15-1. COSCOM headquarters staff with optional sections for augmentation.

long range contingency planning capability, and to enable the COSCOM to perform the support functions normally performed by a higher organization in a fully developed theater of operations. Figure 15-1 depicts a tailored organizational structure of a contingency-oriented COSCOM with sections added from TOE 54-22H.

b. The staff sections for the Assistant Chief of Staff (ACofS), health services, the ACofS, engineers (ENG), the ACofS, communications-electronics (C-E), and provost marshal are authorized for augmentation, as required, and are furnished by the attached medical, engineer, signal, and military police organizations. The ACofS, health services, and the ACofS, ENG, have the dual

responsibility of commanding their respective senior operating commands. The air defense section, logistics readiness sections, and ACofS, plans, are also authorized for staff augmentation. The ACofS, plans, is responsible for preparing the logistic portion contingency plans and long-range plans for future operations; whereas, the ACofS, security, operations, training, and intelligence (SOTI) is responsible for planning and executing daily operations and training. The military police section provides the capability of coordinating and exercising staff supervision over military police activities operating in direct support of logistical support units and facilities in a contingency force rear area.

Section II. STAFF RESPONSIBILITIES

15-4. General

a. The responsibilities and functions of the various staff sections of the contingency-oriented COSCOM are described in this section. Since the routine functions of most staff sections are covered in FM 101-5 and chapter 2 of this manual, those functions are not repeated here; however, functions that are unique to the role of the contingency-oriented COSCOM are covered.

b. The functions that are described include responsibilities for contingency support planning, for actions taken during a contingency alert to prepare the command for movement, for coordination and control during deployment, and for establishing operations in the contingency area. The ACofS, plans, has a large staff of functional area specialists to assist in the preparation of contingency and long range plans; however, some staff specialties, such as information and logistic readiness, are not included in the plans section. The contingency planning responsibilities for those specialties falls on the principal staff officer concerned and are described below. Contingency planning, as a part of operations, is covered in chapter 16.

15-5. Chief of Staff

The duties of the chief of staff for the contingency COSCOM are essentially the same as those for the normal COSCOM.

15-6. Information Officer (IO)

a. The IO assists the ACofS, plans, in the preparation of the information portion of contingency plans, including the schedule for releasing command and public information during

the phases of a contingency operation. To accomplish his contingency planning function, he:

- (1) Gathers information materials and data pertaining to the contingency area in coordination with the ACofS, civil-military operations (CMO). Maintains a library of information materials concerning each contingency area: DA pamphlets of the 550 series, foreign area handbooks produced by HQDA, and materials produced by the US State Department.

- (2) Determines the information resources required to support the contingency operation.

- (3) Determines the information policies pertaining to the contingency area.

- (4) Determines what information facilities, i.e., printing equipment, radio stations, etc, may be available for use in the contingency area.

b. During the alert phase, prior to order to deploy the IO:

- (1) Determines the security limit of releasable information.

- (2) Coordinates with next higher headquarters to obtain authority to release public information.

- (3) Executes initial actions of the information portion of the contingency plan.

- (4) Provides commanders with internal information releases designed to forestall rumors and instill confidence.

- (5) Provides public media with information releases designed to allay fears of the affect of contingency deployment on the local community.

- (6) Arranges to discontinue involvement of deploying elements with on-going community activities, i.e., displays and activities with community groups.

c. During the movement to the contingency

area, the IO intensifies his activities of providing releasable, accurate information for command dissemination, particularly on events related to the movement, to bolster troop morale and confidence.

d. Upon arrival in the contingency area, the IO:

(1) Establishes coordinating relations with the IO at the next higher headquarters.

(2) In concert with the IO of the next higher headquarters, establishes relations with the host nation information authorities. Obtains bilingual personnel to assist in the conduct of activities.

(3) In coordination with the ACofS, CMO, determines the availability of public media and facilities, and arranges for their use to implement the command information program.

(4) Coordinates with the staff judge advocate (SJA) to insure that information pertaining to agreements with the host nation are properly presented in the command information program. Also coordinates with the provost marshal (PM) to insure that information pertaining to local restrictions is accurately disseminated to the troops of the command.

(5) Establishes a community relations program designed to enhance the image of the COSCOM and its personnel.

15-7. Inspector General (IG)

a. The IG has no routine requirements for contingency planning; however, by direction of the commander, he conducts inquiries and investigations and gathers data that may influence the development of contingency plans.

b. During the alert phase of a contingency operation, the IG transfers unresolved problems involving elements of the installation or the local community to the installation IG.

c. Upon arrival in the contingency area, the IG:

(1) Establishes relations with his counterpart at the next higher headquarters.

(2) Through the IG of the next higher headquarters, establishes liaison with those officials of the host nation which may be involved in the conduct of investigations and surveys directed by the commander.

(3) In coordination with the IO, SJA, PM, ACofS, CMO, and the race relations/equal employment officer (RR/EEO), establishes channels and procedures for the processing and resolution of problems involving elements of the command and elements of the host nation.

(4) Establishes facilities and procedures for the conduct of routine activities.

15-8. Staff Judge Advocate (SJA)

a. Upon request from the ACofS, plans, the SJA provides assistance in preparing the judge advocate portion of contingency plans. To accomplish his contingency planning function, he:

(1) Establishes time-phased priorities for the movement of the JA section to the contingency area.

(2) Estimates requirements for the attachment of judge advocate general service organization teams and a proposed plan for their employment.

(3) Determines the legal aspects of the status of forces agreements with the host nation that may affect the contingency plans.

(4) Advises the engineer planning officer, ACofS, plans, on the legal procedures required by the host nation and status of forces agreement for the acquisition of real estate.

b. During the period of alert, prior to deployment to a contingency area, the SJA:

(1) Arranges with the installation SJA for the disposition or transfer of pending cases that involve the installation or the civilian community.

(2) Coordinates with the IO in the preparation of materials for informing the troops of pertinent agreements with the host nation and other legal aspects of operations and living conditions in the contingency area.

c. Upon arrival in the contingency area, the SJA:

(1) Establishes relations with the staff counterpart at the next higher headquarters through whom arrangements are made for operating relationships with the local US State Department office and pertinent officials of the host nation.

(2) Advises the ACofS, ENG and ACofS, CMO on legal aspects of negotiations to acquire real estate required for command operations.

(3) Coordinates with ACofS, materiel (MAT) and the ACofS, CMO on the procurement of local supplies.

(4) Arranges for facilities for the conduct of JA section activities, such as the conduct of trials.

(5) Establishes communications with subordinate and supported elements.

15-9. Assistant Chief of Staff, Personnel (ACofS, PERS)

a. The ACofS, PERS, provides the personnel and administration planning officer of the ACofS, plans, with data and advice pertaining to current personnel activities to be used in the preparation of contingency support plans. The ACofS, PERS, reviews the contingency plans to insure the adequacy of the personnel portion. Specifics of contingency plans are outlined in chapter 16.

b. During the alert phase of a contingency operation, prior to deployment, the ACofS, PERS:

(1) Insures that all personnel designated as fillers or replacements are POR (preparation of replacements for oversea movements) qualified and all units are POM (preparation for oversea movement) qualified.

(2) Assuming that some units currently supported by the COSCOM are not alerted to deploy with the contingency force, coordinates the termination of personnel support to them and assists in transferring this responsibility to other elements.

(3) Assumes specified personnel services responsibilities for units of the contingency force that were not previously attached or assigned to the COSCOM.

(4) Prepares the personnel section and subordinate elements for deployment by increments.

(5) Establishes policy, based on the contingency timing, for the recall of personnel from schools, leaves, and other diversions.

(6) Provides assistance to dependents of deploying personnel.

c. During the movement phase of a contingency operation, the ACofS, PERS continues to perform essential functions while the personnel section deploys by increments.

d. Upon arrival in the contingency area, the ACofS, PERS:

(1) Establishes relations with the personnel staff counterpart at the next higher headquarters through whom arrangements are made (in coordination with the ACofS, CMO) for operating relationships with the local US State Department office and pertinent officials of the host nation.

(2) In coordination with the ACofS, CMO, the SJA and host nation officials, establishes policies and procedures for the employment of indigenous personnel.

(3) Coordinates with the ACofS, services (SVCS), in arranging for memorial activities.

(4) Establishes contact with supported elements and initiates routine activities.

(5) Arranges for processing replacements through the surface and air terminals, including the collection of personnel records.

(6) Establishes procedures for the RR/EO officer to work with the ACofS, CMO, PM, and host nation officials on matters involving human relations, both civilian and military.

(7) Extends the normal safety program to include conditions of the contingency area.

(8) Establishes policies concerning inter-relationships of US and host nation personnel.

15-10. Race Relations/Equal Opportunity Officer (RR/EO)

a. The RR/EO officer assists the ACofS, plans, in the preparation of the RR/EO portion of contingency plans, which includes the RR/EO program based on data concerning the life style, customs, and mores of the people of the contingency area. This program is coordinated with the IO's troop orientation programs.

b. During the alert phase of a contingency operation, prior to deployment, the RR/EO Officer coordinates with the IO and the chaplain in implementing the command orientation program, and assists commanders in resolving RR/EO problems precipitated by the alert.

c. Upon arrival in the contingency area, the RR/EO Officer, in coordination with the ACofS, CMO, the IO, and pertinent officers of the next higher headquarters staff and host nation officials, develops and implements a program of activities designed to establish and maintain desirable relations between US forces and the people of the host nation.

15-11. Assistant Chief of Staff, Comptroller (ACofS, COMPT)

a. Upon request from the ACofS, plans, the ACofS, COMPT, provides assistance in preparing the comptroller portion of contingency plans. To accomplish his contingency planning function he:

(1) Prepares an organization and function manual pertaining to the contingency operation as a guide for staff contingency planning.

(2) Determines the extent of involvement in Army finance and funding interface between the COSCOM and U.S. Army Finance and Accounting Center for financial services, and between the COSCOM and The Comptroller of the Army for funding, as these matters pertain to the planned contingency. To accomplish this task, he coordinates with the ACofS, MAT, and COSCOM MMC to determine the required SAILS financial programs.

(3) Evaluates the contingency mission assigned to the COSCOM from a comptroller viewpoint.

(4) Evaluates the availability of banking resources in the contingency area.

(5) Recommends the troop pay policy to be adopted in coordination with the US Army Finance and Accounting Center in the contingency area (i.e., implementation of wartime troop pay policies with suspension of regular scheduled paydays, and continuation of routine

peacetime pay procedures).

(6) Determines the source of financial support for the contingency operation.

(7) Recommends action to be taken on requests for the establishment of imprest funds.

(8) Prepares an evacuation and destruction plan for the security of funds.

(9) Based upon the task organization of the contingency force, determines the finance organizational structure required for its support and establishes priorities for the deployment of finance elements.

(10) Provides technical planning guidance to all finance elements servicing the deploying force.

b. During the alert phase of a contingency operation, prior to deployment, the ACofS, COMPT:

(1) Prepares to transfer appropriated or non-appropriated funds/accounts of deploying units with the installation.

(2) Prepares to establish nonappropriated fund accounts for use by all supported elements in the contingency area.

(3) Establishes a funding channel to permit the unit access to appropriated funds for local procurement actions.

(4) Arranges for temporary facilities to conduct financial operations during deployment.

(5) Initiates action to establish imprest funds for use in the contingency area.

(6) Prepares to convert money of individual soldiers en route to the contingency area to the legal tender of US personnel in the area.

(7) Initiates action to insure that deploying troops review their existing pay options and elect alternative options, as appropriate.

(8) Coordinates and provides technical direction for all deploying finance units.

c. During the movement phase of a contingency operation, the ACofS, COMPT, continues to supervise the conduct of essential financial services, including en route money conversion.

d. Upon arrival in the contingency area, the ACofS, COMPT:

(1) Establishes relations with the comptroller staff counterpart at the next higher headquarters through whom arrangements are made, in coordination with the civil-military operations officer, for operating relationships with the local US State Department office and pertinent officials of the host nation.

(2) In coordination with the ACofS, ENG, arranges for facilities for the conduct of financial operations, including the banking and security of funds.

(3) Arranges pay procedures for local-hire personnel.

(4) Establishes interface with The Comptroller of the Army for funding matters, and with the US Army Finance and Accounting Center for financial services.

(5) Provides technical staff direction for all deployed finance units.

(6) Coordinates with the ACofS, MAT, and COSCOM MMC to determine the required SAILS financial programs.

15-12. Assistant Chief of Staff, Management Information Systems (ACofS, MIS)

a. The ACofS, MIS, provides guidance relating to the type of automated systems to be used, ADP equipment, ancillary devices, software, systems documentation, to include redundant automated support requirements, and emergency backup manual systems, to be used for preparation of the MIS portion of the contingency plan. The ACofS, MIS, is responsible for preparing the MIS portion of the contingency plan. Details of contingency planning for the COSCOM ADP systems are outlined in chapter 16.

b. During the alert phase of a contingency operation, prior to deployment, the ACofS, MIS:

(1) Reviews the initial actions prescribed in the contingency plan and prepares to implement extraction from the installation.

(2) In coordination with the pertinent elements of the functional staff, examines the current input and output of the ADP center to insure that it is consistent with the requirements of the contingency plan to be implemented.

(3) Coordinate with ACofS, C-E, on AUTODIN access availability to insure transmission capability for automated supply systems. The magnetic tape or card transceiver requirement should be identified at each major supply support activity. The estimated volumes of traffic in line blocks per day (send and receive) should be indicated to assist in determining communications support requirements.

c. During movement to the contingency area, the ACofS, MIS, monitors the movement of MIS elements and the ADP center elements through coordination with the ACofS, SOTI.

d. While establishing operations in the contingency area, the ACofS, MIS, insures compliance with requirements for ADP center facility security, and coordinates with ACofS, C-E, on data transmission security.

15-13. Assistant Chief of Staff, Services (ACofS, SVCS)

a. The ACofS, SVCS, provides the field services planning officer of the ACofS, plans, with data and advice for the preparation of the services portion of contingency plans. The ACofS, SVCS, reviews the plans to insure the adequacy of the services portion. Details of contingency planning for field services are outlined in chapter 16.

b. During the alert phase of a contingency operation, prior to deployment, the ACofS, SVCS, coordinates with ACofS, MAT, to determine the type of rations to be utilized in the contingency area, and coordinates the actions to assemble the equipment and materials required to establish services such as field laundry, bath, decontamination, memorial affairs, clothing exchange, salvage, bakery, and dining facilities.

c. During movement to the contingency area, the ACofS, SVCS, monitors the arrival of service support units in coordination with the ACofS, SOTI, and coordinates the location of these units in the area.

d. Upon arrival in the area, the ACofS, SVCS, coordinates with the ACofS, ENG, in the allocation of real estate and facilities for service support units; and in coordination with ACofS, MAT, provides technical control of these units as they arrive and deploy.

15-14. Assistant Chief of Staff, Materiel (ACofS, MAT)

a. The routine responsibilities of the ACofS, MAT, in a contingency-oriented COSCOM differ from the specifics defined in chapter 2 of this manual and FM 101-5 in that the ACofS, MAT has added responsibilities to insure that issued aircraft are operational, and are properly equipped, including armament, prior to delivery to the user; and for the supply and maintenance of communications/electronic equipment, including Army Security Agency (ASA) materiel, but excluding communications security (COMSEC) materiel, C-E materiel for units or elements of the USACC, and classified maps. He is authorized direct communication with the NICPs to coordinate NICP support.

b. By providing data and advice upon request, the ACofS, MAT, assists the various planning officers of the ACofS, plans, concerned with preparing contingency plans related to ACofS, MAT, responsibilities. He reviews the plans to insure that they are adequate and practicable to support the contingency operation.

c. During the alert phase of a contingency operation, prior to deployment, the ACofS, MAT:

(1) Coordinates installation support of those units not included in the initial deployment.

(2) Arranges for the transfer of responsibilities for on-going mission support that is currently staffed and controlled by the COSCOM while operating in the installation environment, i.e. maintenance workload, class I troop issue, ammo storage, class III bulk, and the equipment cannibalization point.

(3) Coordinates the turn in of post, camp, and station property.

(4) Establishes a deployment activity address and directory for all deploying units.

(5) Reviews the contingency plan and makes adjustments to compensate for differences between the plan and the real deployment situation.

(6) Establishes close and continuous liaison with US Army Materiel Development and Readiness Command (DARCOM) for the preparation, development, and movement of preplanned supply requirements, to include ASL and PLL; provides this data to the ACofS, plans, as required.

(7) Determines requirements to bring all units up to full authorization of equipment and supplies.

(8) Provides DARCOM and the Logistics Control Activity (LCA) with the activity address codes of deploying units.

d. During movement to the contingency area, the ACofS, MAT, monitors the movement of subordinate units through coordination with the ACofS, SOTI, and ACofS, TRANS.

e. Upon arrival in the contingency area, the ACofS, MAT:

(1) Establishes relations with the staff counterpart at the next higher headquarters through whom, when appropriate, arrangements are made (in coordination with the ACofS, CMO) for operating relationships with the local US State Department office and officials of the host nation that are concerned with the local procurement of supplies.

(2) Establishes a funding channel to permit the unit access to appropriated funds for local procurement actions.

(3) Coordinates with the ACofS, ENG, ACofS, SVCS, and the support groups on the allocation of real estate for materiel support units and insures that incoming units are processed and directed to their locations.

(4) Coordinates with the ACofS, TRANS, for the receiving of incoming supplies. Establishes off-loading and storing priorities to reflect the requirements of the command.

(5) Establishes and maintains continuous coordination with DARCOM, NICPs, LCA, and the Defense Automatic Address System (DAAS).

(6) Coordinates with the ACofS, SOTI; ACofS, C-E; and ACofS, MIS, to establish the communication required to control the materiel management system.

(7) Provides data reduction support as required for manual direct support units, utilizing state of the art key to disk to tape devices.

15-15. Assistant Chief of Staff, Health Services (ACofS, HEALTH SVCS)

a. The ACofS, health services section, is authorized for augmentation when the contingency-oriented COSCOM is deployed as the major Army component headquarters of a contingency force. The commander of the medical brigade is designated as the ACofS, HEALTH SERVICES; thus, all medical resources in the contingency area (except those organic to tactical units) are placed under a single medical commander.

b. The ACofS, HEALTH SVCS, provides the ACofS, plans, with data and advice for the preparation of the health services portion of contingency plans. The ACofS, HEALTH SVCS reviews the plans to insure the adequacy and practicability of the health services portion. Details of contingency planning are outlined in chapter 16.

c. During the alert phase of a contingency operation, prior to deployment, the ACofS, HEALTH SVCS:

(1) Provides technical assistance to the ACofS, PERS, and coordinates the assignment of professional personnel to fill the medical units to be deployed.

(2) Arranges for medical support for unit en route to the contingency area.

d. During the movement of the contingency force to the contingency area, the ACofS, HEALTH SVCS monitors the effectiveness of the medical support of personnel and units en route. He coordinates with the ACofS, SOTI in monitoring the arrival of medical units in the area and supervises their deployment.

e. Upon arrival in the area, the ACofS, HEALTH SVCS:

(1) Through coordination with the ACofS, CMO, of the next higher headquarters, establishes relations with the health services officials of the host nation.

(2) Through coordination with the ACofS, CMO; ACofS, ENG; and host nation officials, surveys the health service and sanitation facilities of the host nation and develops plans and agreements for their utilization by elements of the

contingency force.

(3) Participates in area damage control operations in coordination with the ACofS, SOTI.

(4) Establishes channels of communication with the US Army Medical Materiel Agency and the Office of The Surgeon General.

(5) Establishes communications through the Joint Medical Regulating Office to the Armed Services Medical Regulating Office for the evacuation of patients.

(6) Provides estimates of whole blood requirements through the Joint Whole Blood Office (when established) to the Military Blood Program Office and arranges for the receipt of whole blood supplies in the contingency area.

15-16. Assistant Chief of Staff, Transportation (ACofS, TRANS)

a. The ACofS, TRANS, provides the various transportation planning officers of the ACofS, plans, with transportation data and advice for use in the preparation of the transportation portion of the contingency plans. The ACofS, TRANS, reviews the transportation portion of the plan to insure its adequacy and practicability. Details of movement contingency planning are outlined in chapter 16.

b. During the alert phase of a contingency operation, prior to deployment, the ACofS, TRANS, takes the following actions:

(1) Determines firm estimates of transportation requirements and availability of transportation resources from the transportation operating agencies (TOAs) and compares these estimates with the contingency plan; and recommends adjustments to the schedules of the plan to coincide with the real situation.

(2) Establishes channels of communication with transportation operating agencies that will conduct the movement of the deploying forces.

(3) Establishes interfaces with installations and organizations involved in the movement of units and materiel.

(4) Establishes and maintains direct interface with the TOAs.

(5) Arranges for installation assistance in the loading of units and the movement of those units deploying organically.

c. During the movement of the contingency force to the contingency area, the ACofS, TRANS, takes the following actions:

(1) Monitors the deployment of the force from all home installations.

(2) Maintains in-transit visibility of personnel and equipment.

(3) Maintains continuous liaison with the

TOAs.

(4) Obtains activity address codes and port designator of deploying units.

d. Upon arrival in the area, the ACofS, TRANS:

(1) Establishes relations with the transportation staff counterpart at the next higher headquarters through whom arrangements are made (in coordination with the ACofS, CMO) for operating relationships with the local US State Department office and officials of the host nation that are concerned with the host nation transportation facilities.

(2) Validates the estimates of the host nation transportation resources and the percentage of availability for contingency force use.

(3) Coordinates with ACofS, ENG, and ACofS, CMO, for acquisition of real estate and facilities for operation of port, air terminal, and rail operations.

(4) Initiates port, air terminal and rail operations, and, in collaboration with the ACofS, MAT, recommends priorities for off-loading and forwarding.

(5) Identifies and takes action to comply with host nation administrative requirements. i.e., customs services, agricultural inspections, and health requirements.

(6) Monitors the utilization of critical items of transportation and cargo handling equipment and determines the need for additional resources.

(7) Plans the area highway transportation network with the assistance of the PM, ACofS, ENG, and the ACofS, CMO.

(8) Studies the effectiveness of the transportation plan and recommends adjustments to the flow of personnel, as required.

(9) Monitors terminal operations to insure rapid clearance.

15-17. Assistant Chief of Staff, Plans (ACofS, PLANS)

a. The ACofS, plans, develops long range policies, plans, and programs for the support command, and exercises technical supervision over all contingency and long range operational logistic planning functions; including deployment of support command elements into the contingency area, establishment of control of the CSS systems, and continuing contingency and advance operational planning for subsequent phases of logistic operations. Details of logistic contingency planning are outlined in chapter 16. The ACofS, plans, is not responsible for current logistic operational planning, but is responsible for review and analysis of those plans to insure

that the long range and contingency plans are compatible with them.

b. The ACofS, plans, establishes channels of communication with agencies of the DOD, DA, other military services, and other federal agencies with whom contingency plans must be coordinated during development. He directs close coordination between the technically specialized planning officers of his staff section and their related principal staff sections to insure completeness and compatibility of the plans with current operations. He also coordinates the support command plans with supporting and supported command elements to insure practicability, compatibility and acceptability. And finally, he submits the plans to higher headquarters for approval. The plans are reviewed periodically by all of the foregoing to ascertain that they are in consonance with changes in functional procedures, changing conditions in the contingency area, and changes in national defense policies.

c. In conjunction with appropriate staff sections of the support command headquarters, higher headquarters, the attached engineer organization and medical organization, the ACofS, plans, prepares base development plans to support contingency plans. As a basis for implementing supporting plans for each anticipated contingency, he insures that the ACofS, MAT, develops procedures that will provide for appropriate ASLs/PLL, and shop stocks for the planned supply and maintenance operating units. The ACofS, plans, also determines requirements for critical equipment such as portable piers, barges, cranes, construction equipment, special mission (including airdrop) equipment, security equipment, prefabricated and inflatable shelters and related equipment.

d. The ACofS, plans, develops and maintains a data base of information to be used to apply ADP techniques to planning.

e. During the alert phase of a contingency operation, the ACofS, plans, coordinates with the ACofS, SOTI, concerning the contingency support plan being implemented to evaluate its currency, accuracy, and completeness and makes adjustments to improve its effectiveness.

f. During the movement phase, the support command's movement plan is evaluated to determine its effectiveness.

g. Upon arrival in the contingency area, the ACofS, plans, establishes working relationships with counterparts at the next higher headquarters, and with other elements of the joint, specified, or unified force. Contingency and long

range plans are developed to support future operations in the contingency area, and plans are developed to withdraw from the area at the conclusion of the mission.

15-18. Assistant Chief of Staff, Communications-Electronics (ACofS, C-E)

a. The ACofS, C-E section, is authorized for augmentation when the contingency-oriented COSCOM is deployed as the major Army component headquarters of a contingency force. The role of the ACofS, C-E, in the contingency-oriented COSCOM is greatly expanded over its counterpart in the COSCOM supporting a forward deployed corps. In a contingency operation the COSCOM may be responsible for exercising command and control over assigned combat support elements as well as CSS elements. In this particular situation, the ACofS, C-E, exercises technical control over assigned units providing C-E support, including those resources of the US Army Communications Command.

b. The ACofS, C-E, provides advice to the commander and staff, and assistance to supported and subordinate units on C-E matters; develops policies, plans, and programs, and exercises staff supervision over C-E functions, including installation, operation, and maintenance of C-E systems, USACC supply and maintenance units and activities in the contingency area, and USACC communications security logistic support units and activities in the contingency area; coordinates signal activities of supported and supporting units; develops and maintains estimates, analyses, and requirements for support plans; recommends training allocations and priorities for personnel and units engaged in C-E functions; and develops personnel and equipment requirements information, and recommends the troop basis and unit MTOE pertaining to elements over which it exercises staff supervision and technical control.

c. The ACofS, C-E provides data and advice to the C-E planning officer in the ACofS, plans, in the development of contingency support plans. The ACofS, C-E, reviews the plans to insure the adequacy and practicability of the C-E portion. Details of contingency planning are outlined in chapter 16.

d. During the alert phase of a contingency operation, prior to deployment, the ACofS, C-E:

- (1) Establishes contact with the sources of C-E assets and advises of alert status.
- (2) Implements the alert portion of the C-E plan.
- (3) Develops the C-E operating instructions to

accommodate the host nation and other environmental elements.

(4) Coordinates with ACofS, MIS, on communications support requirements.

e. During the movement of the contingency force to the contingency area, the ACofS, C-E monitors the C-E command and control operations and recommends changes to the C-E plan to conform with changes in the situation or changes in the availability of C-E assets.

f. Upon arrival in the area, the ACofS, C-E:

(1) Establishes relations with the C-E counterpart at the next higher headquarters through whom arrangements are made (in coordination with the ACofS, CMO) for operating relationships with the local US State Department office and pertinent officials of the host nation.

(2) Verifies estimates of the host nation C-E assets and determines the portion of these assets that are available for contingency force use.

(3) Updates the C-E plan.

(4) Implements the plan as the situation develops and assets become available.

15-19. Assistant Chief of Staff, Security, Operations, Training, and Intelligence (ACofS, SOTI)

a. The responsibilities of the ACofS, SOTI, differ from the specifics defined in chapter 2 of this manual and FM 101-5 in his responsibility for planning. The ACofS, SOTI, is responsible for developing plans pertaining to current activities and the extension of these activities into the immediate future; whereas, the ACofS, plans, is responsible for developing long range plans for contingencies based upon assumed conditions and situations. The ACofS, SOTI, assumes responsibility for the long-range plans after they are approved or ordered into execution. He is the staff coordinating point for tasking or committing subordinate units. All other staff sections must coordinate their recommendations with him to insure overall unity of action.

b. The ACofS, SOTI, develops plans and policy guidance, and exercises staff supervision over the conduct of rear area protection (RAP) operations in a contingency force rear area. He establishes and directs the operations of the command's rear area protection control center (RAPCC). He determines requirements and requests tactical support from the contingency force headquarters.

c. The ACofS, SOTI, exercises staff supervision over Army aviation units assigned to the support command and supervises aviation safety, standardization, operations, and training. He assists in the preparation of plans for air space

control in coordination with the air defense officer and the other services in the contingency area and the host nation. He plans the location of Army aviation facilities and airfields in the support command's area of responsibility.

d. The ACofS, SOTI, provides the ACofS, plans, with data and advice to be used in the development of contingency support plans. He provides records and statistics on the state of training of the units of the command, and provides like information on the state of readiness of the elements of the COSCOM until this responsibility is assumed by the augmentation staff section of the readiness office. He advises and coordinates with the ACofS, plans, on the organizational structure of the support force for contingency operations.

e. During the alert phase of a contingency operation, prior to deployment, the ACofS, SOTI:

(1) Assists the units of the command in their preparations for deployment. Utilizes inspection teams to evaluate their readiness for movement.

(2) Insures that unit SOPs are updated to conform with the contingency situation.

(3) Disseminates instructions on security matters.

(4) Develops essential elements of information (EEI) for the contingency operation and initiates intelligence operations.

(5) Finalizes the rear area protection plan to conform with the current situation in the contingency area.

(6) Activates the COSCOM emergency operations center (EOC) and keeps the commander and staff advised on the developing situation.

f. During movement to the contingency area the ACofS, SOTI, maintains the EOC at the CONUS home station and continually disseminates data concerning the movement of units and staff elements to the commander and the staff sections. He coordinates the deployment of subordinate elements with the location of facilities in the contingency area.

g. Upon arrival in the area, the ACofS, SOTI:

(1) Activates the command operations center and establishes operational control of subordinate elements.

(2) Establishes working relations with pertinent offices of the next higher headquarters.

(3) Coordinates activities of the rear area operations center (RAOC) with the corps G3, as required.

(4) Refines and implements the rear area protection plan.

(5) Coordinates operations with the tactical reserve elements of the contingency force that

may be located in the COSCOM area.

(6) Coordinates intelligence with higher, subordinate, and joint elements and with friendly nation elements.

(7) Monitors movement of nuclear weapons through the support command area in coordination with the ACofS TRANS, and the PM.

15-20. Assistant Chief of Staff, Civil-Military Operations (ACofS, CMO)

a. Specifics of the routine responsibilities of the ACofS, CMO, are defined in chapter 2 of this manual and FM 101-5.

b. The ACofS, CMO, provides the civil-military planning officer of the ACofS, plans, with CMO data and advice for use in the preparation of the CMO portion of contingency support plans. Details of CMO contingency planning are outlined in chapter 16.

c. During the alert phase of a contingency operation, prior to deployment, the ACofS, CMO:

(1) Through CMO channels, requests definitive guidance pertaining to the current situation in the contingency area and current relations with the host nation.

(2) Establishes channels of communication with civil affairs and psychological operations units attached to the COSCOM.

d. The ACofS, CMO, serves as a special coordinator during the movement phase of a contingency operation to alleviate problems that may develop en route. The following are examples of his activities to facilitate troop movements in and outside CONUS:

(1) In the event non-military facilities are required to temporarily billet troops en route, coordinates with civilian authorities and commercial sources for space accommodations required.

(2) Coordinates with the SJA and local authorities to expedite claims processes.

(3) Coordinates with the IO to improve community relations.

(4) Coordinates with the corps PM to facilitate civilian control of law and order.

e. The primary responsibilities of the ACofS, CMO, upon arrival in the contingency area, are to advise the commander on civil-military operations, and to assist the other staff officers and subordinate commanders where the performance of their functions requires interaction with personnel of the host nation. He takes the following actions to organize the conduct of civil-military operations:

(1) Establishes working relationships with his CMO counterpart on the staff of the next

higher headquarters.

(2) Identifies multi-lingual personnel to assist in the conduct of activities.

(3) In accordance with the authority specified in the contingency plan, or other authority, establishes liaison with those officials of the host nation that will be involved in actions with the various staff officers of the COSCOM.

(4) Assists the ACofS, ENG, and advises staff officers and subordinate commanders on the procurement of real estate and the occupation and use of host nation facilities.

(5) In concert with the CMO officer and political adviser of the next higher headquarters, develops agreements on limits of authority and constraints for the combat area, the rear service area, and the remainder of the host nation area.

(6) Recommends a community relations program in coordination with the ACofS, ENG, and the IO to provide assistance to host nation organizations on civil action projects.

(7) Provides the IO with information for dissemination to subordinate elements concerning the conduct of their activities in the host nation.

(8) Identifies sources for local procurement of supplies, equipment, and labor.

15-21. Assistant Chief of Staff, Engineers (ACofS, ENG)

a. As in the case of the ACofS, Health SVCS, and the ACofS, C-E, the office of the ACofS, engineering section, may be authorized for augmentation when the contingency-oriented COSCOM is deployed as the major Army component of a contingency force. The augmentation may be drawn from the subordinate engineer organization; in which case, the ACofS, ENG, would also command the engineer elements. The ACofS, ENG, exercises technical control over assigned and attached engineer elements:

b. The ACofS, ENG, functions include execution of the base development plan, fire fighting activities, real property maintenance activities, installation and operation of utilities, industrial gas and water production, and map supply. He develops and maintains estimates, analyses, and summaries of facility requirements for support plans; recommends training allocations and priorities for units and elements engaged in engineer support functions, and develops personnel and equipment requirements for the units and elements over which he exercises technical supervision.

c. The ACofS, ENG, provides the engineer

planning officer of the ACofS, plans, with advice and data to assist in the development of contingency support plans. He reviews the plans to insure the adequacy and practicability of the engineer portion. Details of contingency planning are outlined in chapter 16.

d. During the alert phase of a contingency operation, the ACofS, ENG, assists the units of the command to prepare for movement to the contingency area. He:

(1) Coordinates with the installation engineer in assisting subordinate units to clear the installations and secure the buildings being vacated.

(2) Recommends cancellation or transfer of operation and maintenance, Army (O&MA) and military construction, Army (MCA) construction projects charged to the COSCOM engineer units, and transfers tasks currently being performed by these units to the installation engineers.

(3) Requisitions maps, charts, and geodetic products of the contingency area. Determines the need for terrain analyses to develop new maps or update existing maps.

(4) Studies and makes adjustments to the base development plan in relation to the developing situation and the actual status of resources.

(5) Assigns movement priorities for engineer units to coincide with the priority of tasks to be performed in the contingency area.

(6) Coordinates with the ACofS, MAT, for the release of critical items of equipment from stockpile.

e. During the movement to the area, the ACofS, ENG, monitors and supervises the deployment of engineer units in coordination with the ACofS, SOTI.

f. Upon arrival in the contingency area, the ACofS, ENG, takes the following actions:

(1) Establishes relations with the staff engineer counterpart at the next higher headquarters through whom arrangements are made (in coordination with the ACofS, CMO) with the local U.S. State Department office and pertinent officials of the host nation for the conduct of engineer operations in the support command area.

(2) Verifies estimates of the host nation's engineer resources and obtains an assessment of the portion of these resources that may be available for contingency force use.

(3) In coordination with the ACofS, SVCS; the ACofS, CMO; and the SJA; takes action to acquire real estate and facilities required for the conduct of all COSCOM operations and activities.

15-22. Chaplain

a. The chaplain contributes to the IO portion of contingency support plans by providing informative data on the religions of the host nation for inclusion in the troop orientation program.

b. During the alert phase of a contingency operation, the Chaplain:

(1) Coordinates with the installation chaplain to arrange complete chaplain coverage of installation units and activities after the deploying chaplains disengage from the installation.

(2) Participates in the troop orientation program, explaining plans for religious services during movement and in the contingency area, and (in coordination with the ACofS, CMO) describing the religious customs and mores of the people of the host nation.

(3) Assists the ACofS, PERS, and the headquarters company commander in providing assistance to dependents of departing military personnel.

c. Upon arrival in the contingency area, the chaplain:

(1) Establishes working relations with the chaplains of higher headquarters and other services of the contingency force and develops a program of mutual support.

(2) Establishes and maintains liaison with religious leaders of the host nation and the churches, social welfare units, and civic groups of local communities.

(3) Surveys religious facilities of the host nation, and determines availability for US troop use.

(4) Coordinates with the ACofS, SVCS, and ACofS, PERS, on memorial activities.

(5) Monitors the arrival of incoming support command units to insure adequate chaplain coverage.

15-23. Administration Officer

a. Upon request from the personnel and administration planning officer of the ACofS, plans, the administration officer provides data and advice for contingency support planning. He reviews the contingency plans to insure the adequacy and practicability of the portion pertaining to the administration office.

b. During the alert phase of a contingency operation, prior to deployment, the administration officer assists the staff in terminating installation responsibilities and prepares his office for movement. He:

(1) Arranges for interim document reproduction support.

(2) Arranges for interim support of essential supplies.

(3) Prepares to turn in rental office equipment.

(4) Prepares to dispose of files and records, including classified materials, in accordance with the contingency plan.

(5) Prepares to move the office in increments, providing continuous support to the commander and staff.

c. During the movement phase, the administration officer monitors the deployment of the office through coordination with the ACofS, SOTI.

d. Upon arrival in the contingency area, the administration officer:

(1) Establishes and organizes the facility assigned for the conduct of administrative operations.

(2) Determines the availability of host nation reproduction assets and arranges for printing support in coordination with the ACofS, CMO.

(3) Arranges for a repository for classified documents.

(4) Establishes the flow for the receipt and distribution of publications, blank forms, and internal office supplies.

(5) Establishes the communications message center in coordination with the ACofS, C-E.

15-24. Military Police (MP) Section

a. The MP section augment the COSCOM organization to provide a capability to plan for the employment of attached or assigned MP units when the command is in the contingency area. The provost marshal (PM) provides advice and assistance to the commander and staff, and exercises staff supervision over attached MP units providing security support and develops policies, plans, and programs pertaining to MP functions in coordination with the PM at the major Army component headquarters.

b. The PM provides the MP planning officer of the ACofS, plans, with data and advice for use in contingency plans. He reviews the plans to insure the adequacy and practicability of the MP portion. Details of contingency planning are outlined in chapter 16.

c. During the alert phase of a contingency operation, prior to deployment, the PM performs the following functions to assist the command in separating from the installation and preparing for movement.

(1) Recommends policies, in coordination with the support command SJA and commanders, on the return of military prisoners to their units.

(2) Intensifies coordination with the installation MP and expedites the return of military prisoners to their units.

(3) Coordinates plans with the ACofS, TRANS, the installation MP and civilian authorities to control the movement of units to rail and air heads.

(4) Coordinates with MP units from other installations in CONUS that are assigned to the COSCOM for the contingency to control the movement of those units to the contingency area.

(5) Intensifies the security of the command headquarters and certain security areas.

d. During the movement phase, the PM monitors the activities of MP units that are responsible for controlling military personnel on surface transportation, and coordinates with the ACofS, SOTI, on the deployment of MP units in increments.

e. Upon arrival in the contingency area, the PM takes the following actions to establish operations:

(1) Establishes relations with the appropriate staff officer of higher headquarters (in coordination with the ACofS, CMO) and the host nation police authority; and, with the SJA, establishes guidelines and procedures for the conduct of MP enforcement activities on COSCOM installations and facilities.

(2) Obtains an assessment of host nation police resources.

(3) Arranges for bilingual personnel assistance.

(4) Determines critical points for location of police stations.

(5) Establishes patrols of lines of communication.

(6) Arranges for establishing guard posts at terminals, warehouses, and other critical locations, utilizing indigenous personnel who have been screened by civilian authorities where practicable.

(7) Subject to DA policy guidance and in conjunction with the host nation authorities, recommends enemy prisoner of war (EPW) transfer procedures.

(8) Establishes pass card procedures for limited access areas.

(9) Assists the ACofS, SOTI in operation of the RAPCC.

(10) Establishes and coordinates police intelligence activities and channels.

15-25. Air Defense Officer (ADO)

a. The air defense section may be authorized for augmentation when the contingency-oriented

COSCOM is deployed as the major Army component headquarters of a contingency force. The ADO provides advice and assistance to the support command commander, staff, and subordinate unit commanders on air defense matters; exercises technical control over air defense units that are assigned or attached to the COSCOM; assists the ACofS, SOTI, in planning and coordinating air defense training and in operating the RAPCC; and collects and disseminates information pertaining to hostile air activities.

b. The major Army component commander is responsible for arranging with other service components for airspace management over the Army area of operations, based upon rules and procedures established by the Area Airspace Management Authority (normally the Air Force component commander). The staff functions required to fulfill this responsibility, as defined in FM 100-44, are performed by the ADO.

c. If the ADO staff section is not authorized for augmentation, the air defense planning-training officer of the ACofS, SOTI, prepares the air defense and area airspace managers portions of contingency support plans. If the ADO staff is authorized, it provides contingency planning and reviews the plans for adequacy and practicality.

d. During the alert phase of a contingency operation, prior to deployment, the ADO:

(1) Reviews the contingency plan in the light of the currently developing situation and recommends modifications as required.

(2) Establishes communications with all AD units that are assigned or attached to the support command, coordinates notification of movement, informs them of latest developments, and monitors the readiness status of units.

(3) Studies the potential enemy air threat in the support command area of responsibility and plans counteractions.

(4) Assists the ACofS, TRANS, in finalizing plans for deployment of AD units.

(5) Prepares the support command AD SOP.

e. During the movement of AD units to the contingency area, the ADO monitors the anticipated arrival of the units and arranges for their reception and deployment.

f. Upon arrival in the area, the ADO assists in the establishment of the RAPCC and:

(1) Establishes channels of communications and operating relationships with higher headquarters, and Air Force and Navy air defense and air control elements.

(2) Supervises and coordinates the location of support command AD unit sites.

(3) Recommends and coordinates communi-

cations nets for AD control.

(4) Establishes an Army airspace management element (AME), for the support command similar to the corps AME.

(5) Establishes support command early warning procedures; a state of alert for each condition of readiness, priorities of air defense operations, and rules of engagement.

(6) Monitors the readiness status of support command AD units.

15-26. Headquarters Commandant

a. The headquarters commandant serves as commander of special troops assigned to the COSCOM. His routine responsibilities are defined in FM 101-5.

b. The headquarters commandant assists the ACofS, plans, in the preparation of contingency plans by providing him with data pertaining to the special troop elements assigned to the COSCOM and advice concerning the deployment of the headquarters elements and the physical security of the headquarters.

c. During the alert phase of a contingency operation, prior to deployment, the headquarters commandant:

(1) Insures that special troops elements are POM qualified and supervises their preparations for movement.

(2) Intensifies security of the headquarters.

(3) In coordination with the chiefs of the various staff sections and the headquarters company commander, prepares for the deployment of the headquarters staff elements by increments.

(4) Coordinates with the ACofS, ENG, and supervises the preparations for the evacuation of buildings and facilities.

d. During movement to the contingency area, the headquarters commandant supervises the execution of the deployment plan as it applies to the headquarters staff sections and special troops elements.

e. Upon arrival in the area, the headquarters commandant establishes the physical organization of the COSCOM headquarters in the facilities provided by the ACofS, ENG, and arranges for its security. He arranges for the reception of headquarters staff sections and special troops elements and supervises the establishment of operations.

f. Under the supervision of the headquarters commandant, the command aviation branch provides air transportation for the commander, general officers, and key staff personnel assigned to the headquarters. It performs organizational level aircraft maintenance and provides airfield

service.

15-27. Headquarters Company Commander

a. The headquarters company commander exercises command and supervision over enlisted personnel of the COSCOM headquarters. He provides unit level support for the headquarters including food service, supply, maintenance, security, and training. He also provides ground transportation for general officers assigned to the headquarters.

b. Upon request from the ACofS, plans, the headquarters company commander provides data and assistance in the preparation of contingency plans that pertain to headquarters company and the personnel that are assigned to the various staff sections.

c. During the alert phase of a contingency operation, prior to deployment, the headquarters company commander:

(1) Insures that the company is POM qualified.

(2) Insures the readiness of organizational equipment.

(3) Arranges assistance for dependents of departing military personnel.

(4) Conducts troop orientations.

(5) Arranges for the disposition of documents and materiel not required for deployment.

(6) Prepares company buildings and facilities for evacuation.

d. During the movement phase of a contingency operation, the headquarters company commander supervises the deployment of company materiel and the personnel of the staff sections as they deploy by increments.

e. Upon arrival in the area the headquarters company commander prepares the assigned company site, facilities, and buildings, and arranges for the reception and processing of arriving personnel of the company.

15-28. Logistic Readiness Officer (LRO)

a. The organization and routine responsibilities of the LRO are covered in chapter 2. The following paragraph deals with functions required for a contingency-oriented support command.

b. The assistant LRO assists the various planning officers of the ACofS, plans, in the preparation of contingency plans by providing data and advice on the state of readiness of the elements of the command. He provides them with data from the evaluation of surveys of local elements of the command and gathers similar data from other readiness offices at other CONUS

installations where elements of the COSCOM are stationed.

c. During the alert phase of a contingency operation, prior to deployment, the assistant LRO conducts a continuous review and evaluation of unit status reports; aircraft, missile and other equipment operability rates. Specific logistics problems and estimated get well dates are established. Review of equipment readiness codes

and resulting cross-leveling recommendations are developed.

d. As support command units arrive in the contingency area the assistant LRO conducts surveys to determine whether the unit's personnel, equipment, and facilities are ready to perform their mission assignments. He also advises commanders and makes recommendations to correct shortcomings.

Section III. STAFF DEPLOYABILITY

15-29. Staffing the Headquarters in Peacetime

A primary objective of the organizing of a contingency-oriented support command in peacetime is to have a command and control headquarters fully staffed with technically qualified personnel engaged in exercising command and control of TOE combat support and CSS units without assistance from the CONUS installation support elements. Further, these personnel are to be prepared to implement contingency plans which they themselves have developed and tested. To accomplish this objective:

(1) The support command is designated as a separate entity on the Department of the Army (DA) Master Priority List (DAMPL) and assigned a priority number equal to that of the supported elements of the force.

(2) Personnel officers of the contingency-oriented COSCOM and HQDA continually screen personnel assignments to insure that specific criteria are met at all times.

(3) Tours of duty are stabilized to enable personnel to become skilled in individual duties, in operating as a team, in supervising and directing subordinate units, and in dealing with supported and supporting organizations.

(4) The policy of freezing personnel in assignments when a contingency situation is imminent is forcefully applied.

15-30. Deployment of the Headquarters

It is important that the headquarters be deployed to the contingency area at the outset of the contingency operation. However, it is impracticable to deploy the entire headquarters and its functional control centers in a body at the beginning of an operation. In addition to the overriding priorities of the combat elements and the availability of transportation, the support command headquarters is phased into the contingency area to provide continuous command management and

control of all elements of the support force in CONUS preparing to deploy, in transit, and in the contingency area establishing operations. The contingency planner insures that the most essential elements of the headquarters comprise the advance party, and that they have sufficient support to perform the most necessary functions. The prime consideration for the composition of subsequent increments is the need for management and control in the area to establish operations, particularly the operations of the functional control centers, and the relative need in CONUS to supervise the deployment. Figure 15-2 is an example of deployment phasing of the COSCOM headquarters.

a. *Command.* It is essential that the commanding general of the support command arrive in the contingency area at the same time as, and be in frequent contact with, the tactical commander to advise him on capabilities for the support of tactical commands. This close command liaison is particularly important at the outset of the operation when support resources are limited and buildup is under development. It also permits the COSCOM commander to be better informed and more responsive to tactical requirements. Normally the deputy commanding general accompanies the advance party and exercises command and control of elements arriving in the area, while the chief of staff remains in CONUS with the portion of the headquarters that exercises command and staff supervision of elements preparing to deploy.

b. *Advance Party.* This element precedes the first regular increment. Its primary purpose is to lay the groundwork for receiving subsequent increments as they arrive in the contingency area, and to establish working relationships with elements of higher headquarters and officials of the host nation. The situation existing in the contingency area is compared with the conditions of the pre-conceived contingency plans to determine what

COSCOM HEADQUARTERS

	ADV PARTY WITH OR AHEAD OF TACTICAL UNITS	FIRST INCREMENT	SUCCESSIVE	INCREMENTS
CG	P		AR	
DCG/CSS				
DCG/CS	P	M		
CS/SGS	**	N	M	F
IG		P	N	M
INFO	P		N	M
JA	P	N	M	F
ACS/PERS		P/N	M	F
ACS/MIS		P/N		M
ACS/MAT	P/N		M	F
ACS/SVCS	P/N	M	F	F
ACS/TRANS	P/N	M	F	F
ACS/COMPT		P	N	
ACS/HEALTH SVC	P/N	M	F	F
ACS/PLANS	P/N	M	F	
ACS/SOTI	P/N	M	F	F
ACS/ENGR	P/N	M	F	F
ACS/C-E	P/N	M	F	F
ACS/CMO	P/N	M	F	
HQ COMDT	P	N	AR	
CHAP		P	N	M
PM	P		N	AR
AD	P		N	AR
ADMIN	P	N	M	F
ADP/COMM/POWER	N	M	F	F

** ALTERNATE COMMAND OF ADVANCE PARTY.

LEGEND

P - PRINCIPAL, USUALLY A KEY INDIVIDUAL

AR - AS REQUIRED

N - NUCLEUS STAFF

M - MAIN BODY

F - FOLLOW-UP ELEMENTS

Figure 15-2. Illustration of a type deployment schedule.

modifications are required. Particular attention is given to surveying the condition and adequacy of facilities for receiving and discharging ships and clearing ports; transportation facilities; air fields; requirements for engineer support and communications; locations and facilities for CSS operating units; negotiation of real estate, procurement, and related agreements with the host nation; and facilities for health services.

c. *First Increment.* Ideally, when a friendly host nation has invited US forces to assist them in a threatening but not active combat situation, the

support elements, both management and operating, precede the combat elements in order to have the required support, units, and materials, on hand and ready. If the contingency operation is initiated in a hostile country, the first CSS increment is deployed in the contingency area as soon as initial objectives have been seized and an operating base area is secure. Civil-military affairs, transportation, engineer, military police, communications, health services, and operations personnel are particularly important at this stage since the critical tasks to be accomplished initially

are the acquisition of real estate and facilities; arranging for unloading aircraft and ships; clearing terminals and establishing transportation nets; finalizing site selection for service support operating facilities and bivouacs; establishing a shipping control system with CONUS; establishing facilities for the receipt, storage, and inventory control of materiel; establishing a system for receiving and processing containers; establishing transportation movement control; arranging for communications and power; providing security for service support installations; providing potable water; and establishing medical evacuation and initial medical support facilities. All these tasks are directed toward the primary objective of the COSCOM: the reception, processing, and support of combat troops.

d. *Successive Increments.* It is desirable to deploy the maximum number of headquarters staff personnel and equipment to the contingency area as early as possible. The criteria for accomplishing this is based upon:

(1) The availability of transportation to the contingency area.

(2) The need for personnel to accomplish critical tasks in the contingency area. The

priorities for identifying these personnel are based upon the critical tasks identified in c above.

(3) The need for personnel to coordinate and control the preparation and deployment of units from CONUS.

a. *Functional Control and ADP Elements.* The materiel management center (MMC), movements control center (MCC), personnel center (PERSCEN), and the ADP center (ADPC) are essential for establishing control of personnel reception and processing, supply inventories, shipping schedules, and on-shore transportation movements. These centers are dependent upon the availability of adequate, reliable communications and power. In view of this dependency, it probably is impracticable to deploy the centers with the first increment; but, the greater the delay in installing them in the contingency area, the more difficult it is to establish timely, adequate control. Therefore, every effort is made to deploy the centers in the earliest phases of the contingency. Under some conditions, it may be feasible to initially establish part of these elements in a sea-borne facility, or use mobile ADPE and elements of the MMC, MCC, and PERSCEN to establish early operations in the area.

CHAPTER 16

OPERATIONS

Section I. THE CONTINGENCY-ORIENTED COSCOM IN PEACETIME

16-1. The Requirement

The corps support command assigned the mission of support for a contingency force prepared to deploy to an area having no existing logistic base must be able to function immediately and effectively at the outset of the operation. There can be no time allowance for reorganizing, staffing, training fillers, proficiency testing, or conducting a shakedown trial period. The headquarters and its ADP and functional control elements must be in being during peacetime, fully engaged in an operational mission that maintains a high state of training, ready for deployment at all times. To accomplish this objective, it is necessary to depart from the traditional peacetime practice of supporting combat forces training in an installation environment with supply, maintenance, transportation, and services provided and managed by a civilian-operated installation.

16-2. The Environment

To provide a valid, realistic peacetime operating mission for the contingency-oriented COSCOM, it is essential that the support command headquarters, its control elements, and ADP unit be located at an installation where a number of major tactical units and/or an active COSCOM are collocated. This also requires the assignment of sufficient numbers and types of support operating units to the COSCOM, collocated on the same installation, to provide full-time, full-scale support for the tactical organizations. The COSCOM should exercise complete command and control of all CSS operations with only limited assistance from the local installation. The supported units should place all requirements on the COSCOM, which draws its support directly from DARCOM elements and other national agencies.

Section II. CONTINGENCY PLANNING

16-3. General

In addition to the peacetime mission of supporting tactical units with TOE support units, the contingency-oriented COSCOM is responsible for the preparation of the support portion of contingency plans that the COSCOM itself may be required to implement. To augment the staff with the expertise required for this mission, a separate planning section may be provided in the MTOE to include a number of specialized senior officers who prepare the technical, functional portions of each contingency plan. This section, under the ACofS, plans, performs long-range planning. Staff officers under the ACofS, SOTI, perform the planning required for day-to-day operations.

16-4. Authorized Stockage List (ASL) and Prescribed Load List (PLL) Development

a. The contingency planning mission includes

the development of both demand based and combat ASLs and PLLs for the supply and maintenance units designated in the contingency plan. The plan must provide assurance that the ASLs and PLLs will be available upon deployment. Experience in previous contingencies has shown that this is a critical requirement. Also, contingency ASLs and PLLs should contain only items that are essential to the functioning of personnel and equipment during the anticipated contingency. "Nice-to-have" items must be avoided. The DARCOM Materiel Readiness Support Activity (MRSA) provides data for initial ASL and PLL development. The COSCOM planning staff, utilizing its functional control and ADP elements, insures that appropriate support units are designated for the planned contingency and the number and types of units they support are identified; that the proper ASLs and PLLs are developed; that ASL and PLL tapes are provided to the MMC

for the contingency; that stocks of ASL and PLL materials are made available through stockpiling; that the weight and cube are recorded for shipping data; and that the designated support units understand the procedure for obtaining their ASL and PLL upon deployment.

b. Developing combat ASLs and PLLs for selected end items of equipment assigned to a proposed contingency force can be accomplished by submitting unit equipment density lists to MRSA. Combat essential repair parts lists (CERPL) for each reportable end item of equipment will be used to construct a combat PLL. The CERPL consists of essential lines of repair parts and quantities to be stocked to replace those consumed through combat damage or usage. The sum of a unit's CERPL comprises the combat portion of its PLL. Combat ASLs support individual unit combat PLLs. Demand based PLLs/ASLs will continue to be computed for both reportable and nonreportable items. For some items, a unit may experience a higher demand than the CERPL authorizes. In such cases, the unit may stock the higher demand supported quantity. However, for those cases where demand quantities or usage are less than the CERPL calls for, the CERPL quantity must be on hand or on order.

16-5. Base Development

a. The base development plan is an important component of all contingency plans. The support area is the major area of effort in base development. It includes port facilities, various mode terminals, storage facilities, maintenance facilities, lines of communication, hospital and administrative facilities. Planning must consider the latest developments in construction materials and techniques, and must be kept current through frequent review and updating. As part of this endeavor, the planners should become familiar with the Army Facilities Components System (AFCS) because it provides a simple logical means for determining construction effort and materials required for engineer support of military operations. There are three manuals which furnish a basis for description of typical Army contingency facilities.

(1) TM 5-301, planners manual; lists installations facilities and equipages. It includes materiel costs, weights, volumes, and necessary construction effort.

(2) TM 5-302, users manual; contains site layouts, plans and construction details of the installations and facilities.

(3) TM 5-303, data manual; contains bills of materiel for the facilities.

b. Every aspect of base development must be directed toward rendering rapid and effective support to the tactical forces. In this connection the AFCS provides for standards of construction which allow for austerity and simplicity that are all important in expediting facility development in a rapidly developing situation.

16-6. Stockpiling Critical Equipment

Certain items of equipment are usually in critically-short supply during the early stages of a contingency operation. These include, but are not limited to, portable piers, off-loading barges, cranes and other equipment to handle large items of materiel and containers, construction equipment and materials, security equipment to include sensors, and special materiel required for base development. Contingency planners develop the criteria for critical items, determine the requirements to support the force, and initiate action to acquire the equipment. The equipment is acquired, stockpiled, maintained, and controlled under the standardized procedures of current regulations. Contingency planners should monitor these procedures and plan for the timely release of the equipment in the event of a contingency.

16-7. ADP Master Plan

The support command must be prepared to promptly and fully exploit the latest developments in ADP support of operations at the first stages of a contingency operation. The ACofS, MIS, keeps abreast of the current developments in this field and plans action to update existing systems as soon as system testing is accomplished and adaptation is authorized. The ADP master plan identifies requirements for personnel, data and guidance relating to the type of automated systems to be used, ADP equipment, ancillary devices, software, systems documentation, to include redundant automated support requirements, emergency backup manual systems, and phase-in support requirements for the current year plus two follow-on years. Although the ACofS, MIS, is responsible for developing and implementing the ADP master plan for each contingency plan, the plan will be coordinated with the ACofS, plans. The plan is updated annually, or sooner if a significant breakthrough develops.

16-8. The Contingency Process

a. The responsibility for the preparation of contingency plans generally rests with the headquarters of major Army commands; however, those commands do not have a support command head-

quarters organized with a team of senior logistic specialists as is in the ACofS, plans, of the contingency-oriented COSCOM. Therefore, this COSCOM may be assigned the task of preparing the logistic portion of contingency plans that originate at any major operating command. In this regard, contingency planners must be familiar with the Joint Operations Planning System (JOPS) and should be prepared to use the JOPS logistics data base for contingency planning. Chapter 4, AR 11-8 provides policy for the development of logistic plans.

b. A contingency plan may be prepared to accommodate possible military action in any part of the world; it may be specifically designed to cover military assistance to an identified country under a recognized government or regime; or it may be designed to cover a specific geographic

area composed of several nations or island groups. As such, it may be designed around a "type" force, which may be a light airborne force, a heavy armored force, or any combination of forces. With this wide variance of possible contingency planning situations, the planners must always consider possible environmental conditions of climate, terrain, and weather, as well as man-made facilities such as roads, buildings, and fortifications.

c. As indicated above, the requirement for preparation of the logistic portion of a contingency plan may be assigned to the contingency-oriented COSCOM through channels, from any source. The ACofS, plans, prepares the plan, assisted by the other staff sections and organizations outside of the command. Figure 16-1 depicts the contingency planning process.

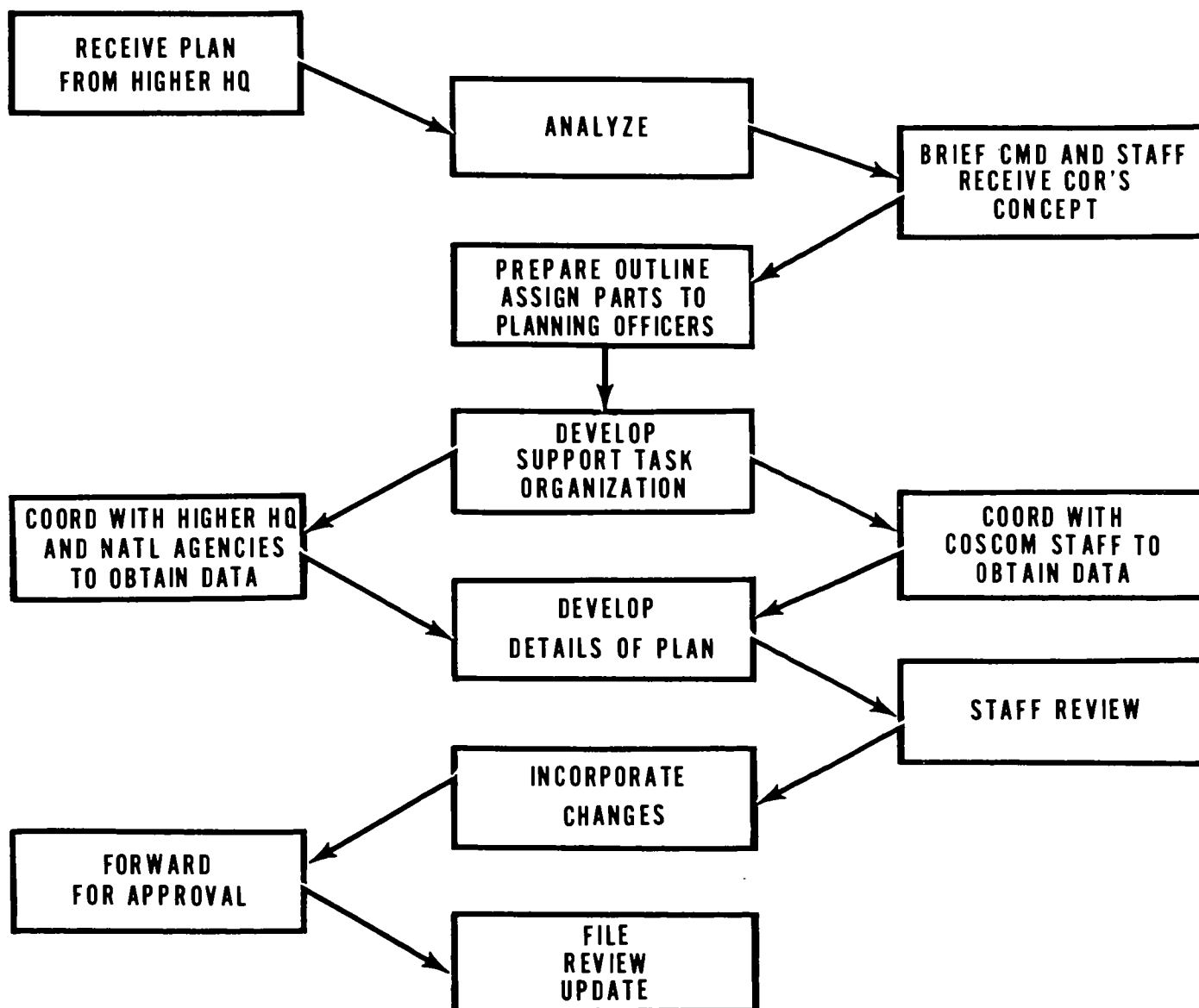


Figure 16-1. Contingency plan development.

(1) Upon receipt of the contingency plan requirement, the ACofS, plans, analyzes the given situation, the task force structure, and other specifications to determine the degree of urgency required and the approach to be used in developing the plan. He briefs the COSCOM commander and staff on the requirement and receives the commanders concept and guidance. Portions of the commanders guidance may be formulated by the principal staff members.

(2) Based upon the commanders concept and guidance, the ACofS, plans, prepares the plan outline which defines the planning approach. The plan is apportioned to the staff officers of the plans section with authority to establish direct liaison for planning with the other COSCOM staff sections, higher headquarters, and numerous outside national agencies that are identified in the discussion of functions covered in paragraph 16-9. The staff develops the support task organization which is the basis of the requirements identified in the logistic support plan.

(3) Based upon the plan requirements and data gathered through research, the details of the plan are organized by annexes and assembled under the basic plan.

(4) All principal staff sections review the entire plan to insure that all intra-staff activities are coordinated, and that the plan is adequate and practicable.

(5) Changes resulting from the staff review are incorporated and command approval is obtained. The logistic portion of the contingency plan is forwarded to the originating source for approval.

(6) The approved plan is filed and reviewed periodically to insure that specific details are in accord with changing conditions and current policy.

16-9. Contingency Planning Actions

This paragraph covers the various functions that must be considered by the ACofS, plans, in the development of the logistic portion of contingency plans. It identifies the staff section which has the primary responsibility for developing the plan for each functional area. If there isn't a functional area specialist assigned to the plans section for a specific function, such as: public affairs and internal information, the COSCOM staff officer responsible for that functional area assists the ACofS, plans, upon request.

a. *Public Affairs and Internal Information.* The IO establishes technical channels of communication with the Office of the Chief of Information (CINFO), HQDA. He gathers data and informa-

tional materials pertaining to the potential contingency area, and prepares internal and public information plans as a part of the contingency plan package. (See paragraph 15-2.)

b. *Military Justice and Legal Affairs.* The SJA establishes technical channels of communication with the Office of the Judge Advocate General (JAG), HQDA; the US Army Claims Service; and the US Army Legal Services Agency. He gathers data and prepares the military justice and legal affairs portion of the contingency plan. (See paragraph 15-7.)

c. *Personnel and Administration (P&A).* The personnel and administration planning officer of the ACofS, plans, establishes technical channels of communication with the Deputy Chief of Staff for Personnel (DCSPER), HQDA; the Military Personnel Center; and the US Army Soldier Support Center. He performs the following tasks as he prepares the P&A portion of the contingency plan.

(1) Determines the number and types of personnel and administrative units required to support the units on the contingency force troop list.

(2) Develops priorities for the deployment of P&A units and increments of the ACofS, PERS, section.

(3) Develops the organization of postal support for units attached or assigned to the COSCOM, and base postal support for all US forces with the task force.

(4) Assists the ACofS, COMPT, in planning financial support for US Army units and all US forces, as required. Also assists in planning currency conversion.

(5) Establishes procedures for processing personnel requirements for US Army units with the force.

(6) Establishes procedures for casualty reporting.

(7) Arranges to establish communications with those US Army units of the contingency force that are not currently supported by the COSCOM, and establishes procedures for assuming personnel responsibilities of those units as they come under command and control of the contingency force.

d. *Comptroller Affairs.* The ACofS, COMPT, establishes technical channels of communication with the Comptroller of the Army (COA), HQDA, and the US Army Finance and Accounting Center. He assists the ACofS, plans, in the preparation of the comptroller portion of the contingency plan. (See paragraph 15-11.)

e. *Management Information Systems (MIS).* The ACofS, MIS, establishes technical channels of communications with the directors of manage-

ment information systems (DMIS) of major commands; the US Army Computer Systems Command; and the US Army Computer Support and Evaluation Command and the DMIS of the Office of the Chief of Staff, Army. He performs the following tasks as he prepares the MIS portion of the contingency plan.

(1) Advises contingency planners on the interfaces required between ADP systems; the interfaces required between ADPE and communications-electronics systems; and the capabilities and limitations of ADPE under varying environments: geographical, climatical, weather, and terrain.

(2) Develops priorities for the movement of COSCOM ADP units in accordance with the plan for introducing ADP support into the contingency area.

(3) Analyzes the MIS and ADP implications of moving the support command headquarters and subordinate elements from the CONUS installation to the contingency area.

(4) Plans the establishment of the ADP center in the contingency area, including its location (air, land or floating), special methods of operation, sources of power and communications, and phased schedule of implementation.

f. Field Services Support. The field services planning officer of the ACofS, plans, establishes technical channels of communications with the Deputy Chief of Staff for Logistics (DCSLOG), HQDA; the US Army Troop Support Agency; the US Army Memorial Affairs Agency; and the Army/Air Force Exchange Service. He prepares the field services portion of the contingency plan and:

(1) Gathers data from the subordinate support groups and other sources to determine personnel strengths to be supported and the extent of services requirements.

(2) Develops priorities for the deployment of field service support units in coordination with ACofS, SVCS.

(3) Coordinates with the engineer planning officer of the ACofS, plans, on real estate requirements.

(4) Coordinates with the P&A planning officer of the ACofS, plans, on plans for graves registration and memorial activities.

g. Supply and Maintenance Support. The supply planning officer, the maintenance planning officer, and the force development officer of the ACofS, plans, establish technical channels of communication with DCSLOG-DA; DARCOM, including the NICPs and Materiel Readiness Support Activity; National Maintenance Points

(NMPs); the Defense Logistics Agency (DLA); the defense automatic address system (DAAS); and the Defense Personnel Support Center (DPSC). In coordination with the ACofS, materiel, these staff officers assist other staff planners in the analysis of the capabilities of all units on the COSCOM troop list and collaborate in the preparation of the materiel portion of the contingency plan. In developing the contingency plan they:

(1) Compile contingency force equipment density data, including substitute items for MTOEs.

(2) Based upon the variety and density of the materiel with which the contingency force is equipped, determine the organizational requirements for supply and maintenance, to include special equipment for maintenance, calibration, and critical items to be stockpiled.

(3) Propose mission assignments of units, including the identity of units to be supported that are subordinate to the attached support groups, and develop priorities for deployment.

(4) Develop the requirements for combat ASLs and PLLs and critical items of equipment referred to in 16-5 and 16-7 above, and coordinate with DARCOM and its NICPs in the stockpiling of these items.

(5) Develop supply and resupply plans and procedures.

(6) Based on operational needs for POL, ammunition, and the task force troop list, determine tonnages required to support the contingency force. This data becomes the basis for determining other requirements of the contingency plan.

(7) Determine storage requirements; space, and types of facilities.

(8) Coordinate with the engineer planning officer of the ACofS, plans, in establishing real estate and facility requirements of the COSCOM supply and maintenance units.

(9) Establish property salvage and disposal procedures.

h. Health Services. The medical planning officer of the ACofS, plans, establishes technical channels of communication with the Office of the Surgeon General, HQDA, the US Army Medical Materiel Agency (USAMMA); the Armed Services Medical Regulating Office; the Military Blood Program Office; dental laboratory; and the medical supply optical and maintenance unit/theater inventory control center that supports the area in which the contingency operation is anticipated. In coordination with ACofS, health services, he performs the following tasks as he prepares the health services portion of the contingency plan in close coordination with the staff of the headquar-

ters of the supporting medical command.

(1) Based on the contingency force deployment list, he determines the composition of the medical organization required to provide treatment, evacuation, medical regulating, medical laboratory services, blood bank services, medical supply and maintenance, preventive medicine, dental, optical, and veterinary services and determines the priorities for the deployment of these elements.

(2) Coordinates the plan for the medical portion of the COSCOM management information system with the ACofS, MIS, and the ACofS, plans.

(3) Determines need for special medical equipment and facilities required for the particular environment of the contingency area.

(4) Determines sources and plans for the delivery of whole blood.

(5) Considering the contingency area resources, develops the evacuation plan.

(6) Coordinates with the civil affairs planning officer of the ACofS, plans, to determine host-nation medical facility resources, and coordinates requirements with the engineer planning officer of the ACofS, plans.

(7) Surveys requirements for en route medical support for the deployment phase.

(8) Plans mass-casualty treatment priorities and procedures.

(9) Obtains data on the medical effects of the contingency area environment on personnel, rations, and water supply.

(10) Coordinates medical materiel (Class VIII) support system requirements and maintenance of medical equipment for the contingency force.

i. *Transportation.* The transportation planning officer of the ACofS, plans, assisted by rail, motor, terminal, and airdrop specialists, establishes technical channels of communication with TOAs. In coordination with the ACofS, transportation, he performs the following tasks as he prepares the transportation portion of the contingency plan.

(1) Coordinates with all other staff specialists to ascertain transportation requirements and priorities for the movement of the elements of the contingency force.

(2) Gathers information on the availability and capability of transportation of various types and modes, tonnage capabilities, in-transit times, and other data for use in planning the movement of the contingency force to the contingency area and support of the force during operations.

(3) In coordination with the ACofS, TRANS,

plans the order of priorities for the deployment of transportation units.

(4) Gathers data pertaining to the availability of the host-nation's surface and air terminal facilities and equipment, its road nets, pipelines, air space, lines of communication, and other transportation intelligence in coordination with the CMO plans officer.

(5) Determines the requirements for critical items of transportation-related equipment in coordination with the materiel and engineer planning officers.

(6) Develops estimates of the requirements for indigenous labor in coordination with the personnel and administration and civil affairs planning officers of the ACofS, plans.

(7) Estimates the extent of installation assistance required to assist the command to deploy from CONUS installations.

(8) Obtains estimates of tonnages required for resupply of the contingency force, including class X supplies to support the host nation.

(9) Identifies the CONUS staging areas, ports of debarkation, air and rail heads, and their tonnage and personnel capabilities to be used for initial deployment and continuing support.

(10) Obtains estimates from other services of their requirements for Army transportation support.

j. *Communications-Electronics (C-E) Support.* In coordination with the ACofS, C-E, the C-E planning officer of the ACofS, plans, performs the following tasks as he prepares the C-E portion of the contingency plan.

(1) Determines the extent of C-E support required and coordinates the requirements with the major Army component C-E officer.

(2) Determines the sources and availability of C-E assets and establishes channels of communication with the agency that exercises control of these assets.

(3) Coordinates with the civil affairs planning officer of the ACofS, plans, and the C-E officer of the major Army component to obtain estimates of the C-E resources of the host nation and the extent of their availability.

(4) Develops plans to provide the COSCOM headquarters with continuous communications from the time of alert through the establishment of operations in the contingency area.

(5) Determines requirements for critical items of C-E equipment to be stockpiled for use in contingencies.

(6) Coordinates with the USACC in the accomplishment of C-E support planning and ar-

rangements delineated above.

k. *Organizational Structure.* The ACofS, SOTI, advises the ACofS, plans, on matters concerning the organizational structure of the contingency support force and priorities for the deployment of its elements. He provides data on the state of training of units assigned or attached to the COSCOM, and on the level of readiness of these units, until the COSCOM is augmented with a logistics readiness office.

1. *Civil-Military Operations (CMO).* The civil affairs planning officer of the ACofS, plans, performs the following tasks as he prepares the CMO portion of the support command's contingency plan.

(1) Gathers data pertaining to the resources, facilities, people, and government of the host nation; and assists other planning officers by providing them with this data as it is needed for the preparation of their contingency plans.

(2) Obtains and analyzes pertinent agreements between the US and the host nation.

(3) Obtains analysis of trends of host nation public opinion and develops community relations program to enhance the contingency force image.

(4) Identifies enemy, friendly, and neutral psychological target groups and develops programs to exploit opportunities.

(5) Determines the organizational structure required for civil/military operations and develops priorities for the deployment of these elements.

m. *Facilities.* The engineer planning officer of the ACofS, plans, establishes channels of communication with the office of the Chief of Engineers, HQDA. In coordination with the ACofS, ENG, he performs the following tasks as he prepares the engineer portion of the contingency plans.

(1) Coordinates with the ACofS, SOTI, to determine the topographic requirements for operations in the contingency area and establishes the procedures for production, procurement, and distribution of maps and topographic materials.

(2) Obtains real estate and facilities requirements from all staff planning officers and coordinates with the COSCOM SJA and the civil affairs officer of the ACofS, plans, to establish acquisition procedures.

(3) Determines construction requirements for base development and prepares the base development plan for the contingency area.

(4) Determines requirements for indigenous hire personnel for construction and maintenance and establishes personnel procurement proced-

ures in coordination with the P&A and civil affairs planning officers.

(5) Determines requirements for critical items of equipment to be stockpiled for contingencies.

(6) Determines requirements for water and sanitation to support the contingency force.

(7) Obtains estimates of engineer resources in the host nation, and the extent of its availability for contingency force use.

(8) Determines the extent of engineer organizational support required for the support command and recommends priorities for its deployment.

n. *Military Police Affairs.* The MP planning officer of the ACofS, plans, performs the following tasks as he prepares the MP portion of the contingency plan.

(1) Coordinates with the CMO planning officer and the SJA in analysis and application of agreements between the host nation and the United States.

(2) Develops traffic control plans.

(3) Assists the motor transportation planning officer in preparing the traffic circulation plan.

(4) Determines requirements for convoy protection, harbor patrols, military police investigation support, security of sensitive facilities, and routine MP requirements. Develops the MP organization based on these needs and plans priorities for the deployment of MP elements.

(5) Coordinates with the headquarters commandant in developing the plan for security of the headquarters.

(6) Assists the ACofS, SOTI, in the development of the rear area protection plan.

(7) Determines special equipment needs for riot control and harbor patrols.

(8) Coordinates and assists corps PM in establishing prisoners of war collection points and movement plans to COMMZ.

o. *Air Defense Operations*.* The air defense planning officer of the air defense section, if augmented, or the air defense planning training officer of the ACofS, SOTI, if not augmented, performs the following tasks as he prepares the air defense and airspace management portions of the logistic contingency plan.

(1) Gathers data and intelligence pertaining to the contingency area and the enemy's aerial capabilities.

(2) Determines air defense requirements and develops the plan for allocation, organization, and employment of air defense resources.

(3) Determines priorities for the deployment

of air defense units.

(4) Determines requirements for critical air defense equipment to be stockpiled for contingency operations.

(5) Determines air defense communications requirements for command and control and remote radar video circuits.

*Air defense operations may be included in those logistics contingency plans that place the COSCOM in the role of the major Army component headquarters, an administrative and logistic headquarters directly under the joint force commander.

16-10. Headquarters Mission Equipment Requirements

a. Most of the equipment required for operation of the contingency-oriented COSCOM headquarters are normal TOE items. The main items of concern are the ADP equipment with its supporting internal power and communications, the vans in which this equipment is housed and transported, and the remote inquiry devices which interconnect the ADP unit with the functional control centers and the headquarters staff.

b. The COSCOM headquarters must be a totally responsive organization, trained and equipped to utilize the latest management and control techniques with minimal time lag for deployment and establishment of operations in the contingency area. The equipment is air transportable and adequate power and internal communications are organic to the ADP units. Since the requirements for ADP support are expected to be greater in the contingency area than in an installation environment with the increased size of the supported force and its phase-planned growth, action should be initiated to procure additional ADP equipment, peripheral gear, and trained technical personnel for anticipated use in the contingency area.

c. To achieve the degree of effectiveness desired in minimal time, the COSCOM headquarters, the ADP center, and the functional centers should be equipped with the latest developments in operating shelters. However, it must be recognized that not all units will be ADP supported, at least in the near term. Planning, therefore, must include provisions for interfacing with the automated system.

16-11. Readiness Posture of the Contingency-Oriented COSCOM Headquarters

The essential conditions for enabling the COSCOM headquarters staff and its ADP and

functional centers to be ready to be rapidly deployed and immediately operational in the contingency area are as follows:

a. All elements of the contingency-ready COSCOM headquarters are fully staffed with deployable personnel of proper skills, training status, and tenure.

b. All elements are established in being, are assigned to the command, and are employed in their mission.

c. The elements of the headquarters are collocated with assigned support units to train, on the job in support of TOE units, as an integrated command and control organization.

d. All mission equipment is on hand, operational, fully deployable, and additional equipment required for operations in the contingency area is stockpiled, maintained, and reserved for the command when required.

e. Complete ADP software programs are fully developed, tested, on hand, and in operational condition.

16-12. Deployment Operations

a. The contingency force commander is responsible for determining the desired sequence of deployment of the tactical force, supporting elements, fillers and replacement personnel, and bulk supplies. The support command commander should coordinate the deployment of CSS units with the force commander and recommend changes in the deployment sequence if a balanced force is not maintained. Usually, DS supply and service companies, DS maintenance companies (repair parts supply); calibration service companies; and GS supply, ammunition, and petroleum supply companies are required early in the contingency operation. General support heavy materiel and repair parts, aircraft and missile repair parts, and airdrop supply companies and field service companies are not normally required in the early stages of deployment. The need for such units depends upon the nature of the contingency and its environment. If conditions permit, CSS elements should be deployed in advance of tactical elements to provide an opportunity to prepare for the reception and support of the tactical elements. In any event, CSS elements should be deployed into a hostile environment as soon as a lodgement area has been secured.

b. Deployment and management of support units passes through a series of critical phases. In the early stages of a contingency operation, many of the support units are detachments, teams, and companies without a parent control headquarters. In order to execute effective command and control,

some support battalion headquarters should be included in the early increments to organize these smaller elements into composite battalions and provide a command channel. This arrangement should be reorganized as priorities and resources permit. As the situation develops, group and brigade headquarters are required for effective command and control and the temporary composite battalion headquarters can revert to their normal specialized role.

16-13. Rear Area Protection (RAP)

The COSCOM commander is responsible for RAP in the contingency area to the rear of the divisions.

Unlike the orderly situation in an established theater of operations, boundaries and zones may be ill-defined or nonexistent in the contingency area. The COSCOM RAP forces may operate from within the divisional areas and from their own terminal service and support base areas. Although the contingency force rear area may not be clearly defined, areas essential for CSS operations must be identified and RAP responsibilities assigned. The force commander may designate combat forces to assist the support command in performing its RAP mission. Details of RAP planning are covered in FM 90-14, FM 100-10, and part one of this manual.



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CHAPTER 17

CONTINGENCY-ORIENTED LOGISTIC FUNCTIONS

17-1. General

a. This chapter covers those aspects of logistic functions that have had a significant effect on the support of combat operations in the early stages of previous contingency operations. Section I is directed toward those maintenance activities that extend the life of battlefield equipment, particularly during the early stages when resources are at a premium. Section II is concerned with establishing early control of supplies and conserving resources. Planning and controlling contingency transportation is covered in section III. Health services are discussed in section IV.

b. As indicated in chapter 14, the contingency environment considered most likely is one in which an underdeveloped friendly nation has requested military assistance. This environment presents some difficulties affecting the functions of logistics and eases some problems that might be more serious in a hostile environment. Procurement of resources from the local economy must be negotiated with due consideration for the socioeconomic needs of the public and armed forces of the host nation. On the other hand, the acquisition

of dependable, technical and nontechnical indigenous labor is not very difficult when the host nation's objectives are compatible with the contingency force.

c. Coordination with DARCOM, USAMMC, and DARCOM's NICPs is essential in developing realistic stockage policies and objectives. The DARCOM publication titled: Logistics Policies and Procedures for Contingency Planning, marked "For Official Use Only" with supplement classified "Confidential," contains guidance, criteria, policies, and procedures, and assigns responsibilities for development, coordination, dissemination, review, approval, and implementation of the DARCOM OPLAN in support of the various Army component commands and the OPLANs of their planning agents.

d. Another element of DARCOM, the USA DARCOM Logistics Intelligence File (LIF), plays a vital role in the interface of the supply and transportation systems. Intransit visibility of cargo is monitored by the LIF. The LIF affords not only intransit visibility with a working inquiry system but also the ability to divert, frustrate, or reconstitute shipments.

Section I. MAINTENANCE**17-2. Recovery, Classification and Disposition Operations**

a. Contingency operations demand an austere self-sufficient economy. During the early days of a contingency operation, aerial resupply will provide high priority support; later, support through sea lines of communication can be anticipated. During this critical period, the force must service and operate its materiel, using and reusing the assets that are onhand.

b. Economy of operations is the single most important aspect of DA policy and guidance. Economy demands effective use and reuse of available assets in the contingency area. The recovery, classification, and disposition of abandoned, unserviceable, and returned (AUR) materiel are essential functions whose value is multiplied in a contingency operation. An effective AUR program can reduce the costs of military

operations and present an important source of replenishment supply.

c. Past experience indicates that the inability to fully utilize all available assets stems from a lack of precise, definite procedures that will provide visibility of AUR materiel. The visibility required must indicate the degree of unserviceability and the level of maintenance that can effect repairs, or disassembly for cannibalization.

d. Recovery is the first step in the process of reclaiming military equipment for use. Users have the primary responsibility for recovering unserviceable materiel, returning excess materiel in their possession, and for recovering abandoned materiel in their geographical area of responsibility. This materiel constitutes a significant source of items that can be repaired or reclaimed. The controlling element for effective disposition of recovered AUR serviceable and unserviceable ma-

teriel, is the MMC. This element controls AUR equipment from recovery until final disposition. In fast moving tactical situations, the recovery work load is extensive. As the tactical situation becomes more active, it may be necessary to deviate from the normal policy of recovery and evacuation by tactical units, and to destroy materiel rather than run the risk of its being captured. However, this should be a last resort since it destroys a valuable source of repair parts. In other situations, tactical units may be forced to leave unserviceable or abandoned materiel in place for maintenance units to recover. In such cases, it is the tactical unit's responsibility to tell the supporting maintenance units where the materiel is located, its condition, and whether or not it is booby trapped or contaminated. Maintenance unit commanders, maintenance support team leaders, and staff elements coordinate such recovery operations to insure maximum return of all equipment.

e. Abandoned, serviceable US equipment is returned to supply stocks after it is inspected and classified as serviceable. Such items may be used to replenish maintenance operational readiness floats, but only if reported to and approved by the MMC. Unserviceable, economically repairable abandoned US equipment is normally repaired and returned to supply stocks. In any case, all such items must be reported to the MMC for disposition instructions before performing required maintenance. Medical and cryptographic equipment, which is not evacuated through conventional maintenance channels, is evacuated to the responsible medical or communications command. Items that cannot be repaired and those considered uneconomically repairable are reported to the MMC for disposition instructions. The MMC directs disassembly for usable components and directs that the residue be disposed of through property disposal channels.

f. United States and foreign materiel returned to a maintenance facility is of no value to the supply system until it is identified, inspected, classified, and reported. An adequate classification system must reflect the physical condition of the returned materiel and indicate where (organization, DS, GS, depot) repairs can be accomplished. Classification contributes to information needed to determine proper disposition of the item: The extent of needed repairs, where repairs can be accomplished, whether the item is worth repairing or dismantled for needed components, or disposed of through property disposal channels.

17-3. Repair Parts

a. To provide effective maintenance support for a contingency operation, a combat ASL must be developed during peacetime that closely reflects contingency operations requirements. To develop demand based and combat data for a complete ASL, active maintenance units that are designated to support contingency operations are assigned a peacetime mission approximating that of their contingency plan. The contingency ASL must include estimated requirements for items that are combat essential but have little or no demand history in peacetime. Although one of the primary objectives of the contingency-oriented COSCOM in peacetime is the support of TOE units by TOE units, it is unlikely that all of the support and supported units of a contingency force will be stationed at the same installation in CONUS. Therefore, it may be necessary to make the demand based portion of the installation ASL usable for the development of applicable ASLs for the various troop list organizations of different contingency plans through the application of extrapolation techniques.

b. The prepositioning of stocks in potential contingency areas is not practicable, particularly in areas where there are no peacetime US forces. Maintenance units committed in support of a contingency force, must deploy with their required stockage of parts. The establishment and storage of a contingency-mission ASL, developed through the computation of levels based upon known consumption rates and intelligence developed through contingency planning, is feasible. During peacetime the stockpiled, ready-to-go ASL is subjected to frequent review and physical inspection. Upon being alerted for deployment in support of a contingency force, each maintenance unit turns in its peacetime ASL and receives its contingency mission ASL load. The contingency mission ASL includes prepacked ADP location files and the demand master file.

17-4. Maintenance Facilities

a. An important consideration during contingency planning and again during the establishment of operations in the contingency area, is the allocation of real estate and facilities for maintenance support units. Priorities for the allocation of buildings and facilities must be established. Buildings and areas having large covered shop space; built-in, heavy-duty cranes, hoists, and other improvements; drained hardstand; and fenced areas must be occupied by units that have the

greatest requirement for these facilities. This policy will preclude maintenance units from being obliged to resort to unauthorized self-help projects to construct facilities required for the conduct of maintenance operations. Many of these makeshift facilities, constructed through individual initiative without engineering skills, are inadequate. More important, they waste skilled maintenance manhours during the early, critical stages of a contingency operation.

b. Maintenance units must be operationally ready upon arrival in the contingency area. Normally, there are few facilities, if any, such as those identified in paragraph a above that are available for the deploying force. The units must be trained, equipped, and prepared to erect and utilize TOE tentage and the latest in prefabricated, inflatable, or other quickly erectable shelters.

17-5. Organizational Maintenance

a. The Army's most recent experience in contingency operations reaffirmed the maintenance lessons of earlier campaigns. The entry into combat and the sudden increase in tempo is the most critical period. With the increased usage of equipment in the early stages of a contingency operation, operator preventive maintenance performance tends to decline. Equipment maintenance is very difficult to accomplish at this time because primary interest is usually focused upon performing or supporting the tactical mission. Command priority plays a major part in this regard, but commanders must reinforce their own realization that effective organizational maintenance is a "must" in avoiding critical equipment shortages and overloading intermediate levels of maintenance.

b. The transition from a static, CONUS environment to a wartime environment or a potential wartime environment, has a great impact on maintenance support operations. Increased equipment usage multiplies the maintenance workload. Organizational maintenance and repair parts resupply are the keystones to the entire maintenance system and must be given proper emphasis and support at all levels of command, and at all times and in all environments. Every commander in the operational area is responsible for the maintenance of equipment assigned to his unit. Commanders at battalion levels and lower are provided assets within their organizations to accomplish organizational maintenance of the equipment authorized by TOE. These commanders, and those at higher levels, have basic responsibilities for the accomplishment of organizational main-

tenance such as:

- (1) Insuring that adequate time is provided for accomplishing maintenance under all conditions.
- (2) Considering maintenance requirements when preparing tactical and operational plans.
- (3) Maintaining a sufficient and accurate unit PLL.
- (4) Insuring proper distribution and utilization of assigned maintenance personnel according to MOS.
- (5) Insuring that the procedures in contacting and working with direct support units are understood.

17-6. Communications-Electronics Logistic Support

C-E, COMSEC, and air traffic control/navigation aids (ATC/NAVAIDS) supply and maintenance support to US Army Communications Command (USACC) units attached to the contingency force is provided by a designated Area Maintenance and Supply Facility (AMSF) or AMSF Detachment, as outlined in FM 29-23 and FM 29-24. When responsive to operational needs, C-E supply, maintenance and/or calibration support for USACC units will be provided by intraservice or interservice support agreements with other Army or other service support facilities. When appropriate, USACC supply and maintenance activities will provide support to other services and/or friendly foreign forces as directed by the major Army component commander.

17-7. Logistics Assistance Program

To assist the commander in solving problems beyond the organic capabilities of his unit, Department of the Army has established a Logistics Assistance Program. This program is described in AR 700-4. One of the major objectives of the program is to assist the unit commander to achieve "the required operational readiness posture as quickly as possible and to sustain this posture for the life of his unit." Primarily the program deals with supply and maintenance problems resulting from such things as introduction of new or modified equipment; lack of trained personnel; or changes in policies, procedures, or data systems which are beyond the capability of the unit to correct. Assistance should be sought from the DS or GS units providing back-up support, or from a Logistics Assistance Office established by DARCOM at HQ TRADOC, FORSCOM, and Army Communications Command, and at major installations under these commands.

Section II. SUPPLY

17-8. Supply System Concept

a. The supply system operated by the contingency-oriented COSCOM must satisfy supply management and support operations at a CONUS installation in peacetime and be capable of immediate deployment to a combat environment without changing systems or operating procedures. In either situation, COSCOM supply operations interface directly with the CONUS wholesale support system and provide general support to division and nondivision units. The system must provide data for the development of the logistic portion of contingency plans. Finally, the systems used by nondivisional DSUs must be capable of providing management data to the parent battalion and support group, and selected item visibility to the ACofS, MAT. The capability to maintain OMA fund/cost data should be a stand alone module that can be unplugged if the emergency financial plan is implemented. The fund/cost data may be obtained from the Logistics Intelligence File.

b. The programs and procedures required to support COSCOM contingency planning and data base management, including the conversion programs for disengagement from peacetime operations in CONUS and establishment of operations in the contingency area, are developed on a "stand alone" basis.

17-9. Stock Control and Materiel Management

a. *Stock Control.*

(1) During the initial stages of deployment, stock control will be decentralized at the DSU. The COSCOM MMC will deploy a small element as early as possible; however, it will not have ADP support. Therefore, it will have only a limited capability to manage stocks. Most shipments from the CONUS base will be directed to the DSU. The MMC "forward" will become involved in these shipments if they become frustrated and the DSU cannot be located.

(2) The primary mission of the MMC forward element will be to consolidate requirements, especially from manually operated DSUs, to be transmitted to the CONUS base. Depending on the communications available, these requirements may be transmitted directly to the wholesale CONUS system or the MMC at the CONUS installation.

(3) The MMC forward element will manually manage a limited number of essential items. Gen-

eral support stock levels will be minimal until the full MMC, with its supporting ADP, can be deployed. GS stockage will be limited to class I and bulk class III and selected items of class V, VII, and IX. It can be anticipated that the MMC forward element will not manage more than 1,000 lines.

(4) Whenever possible, action involving stock control; i.e., warehousing, classification, inventory, and preparation of adjustment documents (to include keypunching) should be confined to US personnel of the contingency oriented COSCOM. Use of indigenous personnel should be minimized to avoid possible stock control sabotage or description through lack of understanding and familiarity with the English language and supply system.

b. *Materiel Management.* In a rapidly expanding contingency situation, there is little hope of establishing effective materiel management without the aid of ADP support. The data processing unit must have adequate communications and power support. If deployment takes place during active combat, it usually is impracticable to deploy the ADP unit with the first increments; however, the longer it takes to establish ADP operations, the more difficult it is to establish timely materiel management. This is because the primary effort is bent toward providing the combat elements with needed materiel. As materiel is received in great quantities, some is immediately released to fill requirements; and as time progresses, management loses the visibility required for effective control. If conditions preclude early establishment of the ADP unit in a land based facility, the unit may function from a floating facility in or near the harbor supporting the logistic operations.

c. *Supply Discipline.*

(1) The term supply discipline, as used here, concerns the compliance by supply activities and using units with regulations and instructions pertaining to supply procedures. Like military discipline, it applies to all levels and is the responsibility of everyone. It includes conservation, maintenance, safeguarding, recovery, repair, and salvage of all consumables, and expendable and nonexpendable equipment. Most important, it includes careful accounting and reporting in order to preclude duplication and unnecessary losses due to inability to locate stocks. It applies to any time frame but is more important during the critical, early stages of a contingency operation when

maximum effect must be attained from all resources--manpower as well as supplies.

(2) Supply discipline problems are closely related to other materiel management problems. As discipline deteriorates, conditions emerge that prevent or discourage faithful compliance with prescribed supply procedures and regulations. Some of the breaches of discipline that seriously affect materiel management are:

(a) Excessive numbers of high priority requisitions are submitted for items that are not essential to the success of the operation.

(b) Excessive quantities are ordered.

(c) Unauthorized and nonessential items are ordered.

(d) Duplicate requisitions are submitted.

(e) Requisitions are automatically cancelled without notifying the requisitioning unit.

(3) Positive action must be initiated at all levels of command to strengthen supply discipline and preclude the use of divisive practices.

(a) Commanders must establish policy guidelines for the range and depth of supply support to be provided. Contingency planning should identify these guidelines which become commander's policy on implementation of contingency directives. Conformity with these guidelines should be an area of attention for command and IG inspection.

(b) A program should be established at the MMC and DSUs to review requisitions for validity, especially high priority orders, based on a management review of the federal supply classes most subject to requisitioning abuse. This review may be accomplished by the use of automated decision type programs.

(c) Materiel managers must continue to challenge requisitions based on priority, federal supply classification, quantity, and essentiality. They must reduce the ASL and the overload in storage and on operating units by publishing a list of authorized noncombat-essential items; and, enforce compliance with this list. Management required to detect and control supply malpractices can be accomplished through parameter controls which are normally included in a management information or operating system utilizing ADPE.

d. *Standard of Living.* It is essential that action be taken to limit supplies which are not essential to combat. The force commander must prescribe a standard of living in conformity with current DOD policy, that will establish austere consumption allowances. Programs of the contingency-oriented COSCOM MMC must include management parameters to review and limit stockage

authorizations based upon the prescribed standard of living.

e. *Control of Shipments.* Strict controls by the MMC and MCC must be maintained to assure that the most essential items receive priority shipping and that nonessential items are not permitted to occupy shipping space. This requires close coordination with the NICPs to assure that the "push" system doesn't take control. Moreover, visibility over assets is essential for the MMC and the MCC to effectively respond to the needs of the contingency force.

17-10. Preplanned, Packaged GS and DS Stocks

Contingency plans are prepared for the deployment of combat, combat support, and CSS units in specific areas of the world. Materiel requirements for theater war reserves, project stocks, and safety level stocks in support of contingencies are administratively consolidated into container-size packages. These packages are identified by project code or other means to establish their intended purpose. Documentation required to cause issue and movement of materiel from storage is prepared at the time of the contingency planning. Upon receipt of directions to support an initial deployment the materiel is withdrawn from stock, palletized or packed in container inserts, and loaded in Army-owned or commercially-obtained containers. Provided the proper documentation has already been prepared to support a troop force in initial deployment, and provided the supplies are on hand in storage, the containers can be filled with the materiel while the troops are preparing for movement. A listing of contents with container identifiers accompanies the container. Additionally, the same listing is in the possession of the MMC of the deployed force. The preloading of supplies in containers prior to the receipt of direction to deploy the force is not practical because of inspection and rotation-of-stock requirements, limited shelf life, obsolescence, new items, and other factors which would require changes in container loads. To be effective, sufficient containers should be available to handle the loads, and the documentation mentioned above must be constantly updated to be of value in the initial deployment of a force.

17-11. Facilities

a. Containers can be used during an initial deployment only to the extent that facilities are available for their receipt and handling in the

oversea theater. Port facilities, supply activities, hardstands, and road nets must be adequate so that containers can be off-loaded and moved through marshaling areas to consignees. Army-owned containers that are not needed for transportation purposes can be designated for temporary storage of supplies in supply units, provided the use is authorized under DOD Instruction 4500.37.

b. Supply facilities vary from storage warehouses and loading docks in rear areas to austere, open storage in forward areas where frequent moves may be necessary. Large-scale container operations require hardstand area for parking containers that are awaiting unloading or loading of supplies. The requirement for a container handling capability, including container lift and transfer capacity, and the amount of hardstand varies depending upon the location and mission of the particular supply unit. Hardstand areas, provision for movement of containers within storage areas, loading docks, loading ramps, and materials handling equipment (large forklift trucks) for lifting containers on and off of truck chassis are needed for efficient supply operations. The resources provided to a supply unit are determined by its location in the contingency area, the requirement for dispersed operations, and the frequency of movement of the unit. Supply facilities must be prepared to absorb frustrated cargo from the terminal facilities and incorporate this cargo into the supply system.

17-12. Stockage Levels

a. The greatest opportunity for expediting supply support of a contingency force lies in the establishment of minimal stockage levels. Such stockage results in minimum-essential requirements for manpower, storage facilities, and materiel funds. Due largely to the increased capability of communications, faster transportation, and improved management and control of supplies through the use of ADP, effective support can be provided to combat units without accumulating large stockpiles in the contingency area. The

ASLs should be limited to combat essential items. Large depot complexes are not established. The GS supply base will be stocked to mirror the ASLs of the DSUs. High priority requisitions will be filled from the GS base; all other requisitions are throughput to the CONUS base and, whenever feasible, due to weight or size restrictions be filled through air line of communications (ALOC) directly to the DSUs. Requirements for nonstockage list (NSL) items are also passed to CONUS for supply support.

b. Every effort must be made to minimize stockage levels through expeditious shipping practices. ALOC cargo will arrive on a daily basis at predetermined, in-theater aerial ports. ASL cargo will be moved directly from the aerial port of debarkation (APOD) to the appropriate GSU as the first destination reporting point. Single consignee pallets may bypass the GS base and be delivered directly to the requesting supply support activity, if circumstances permit. Nonstockage list ALOC cargo may, if the situation permits, be delivered directly to the "mark for" consignee, thus bypassing the GS base. Breakbulk points (BBP) will be established in the support area as required to receive diverted en route shipments. These BBPs will breakout the individual shipments and coordinate delivery with the movement control agency to the final destinations (figure 17-1).

c. Non-ALOC ASL stock replenishment cargo will normally move from surface ports to support area stockage locations. High priority non-ALOC cargo will be airlifted into the area on an exception basis and may bypass the area stockage locations and be moved directly from the aerial port to the requesting COSCOM GS activity. High priority NSL cargo will, when possible, move directly from the debarkation port to the requesting GSSAs in the contingency force support area.

d. For a discussion of other logistics functions; i.e., communications, ammunition, field services, personnel and administration, and health services, refer to the appropriate chapters of this manual.

Section III. TRANSPORTATION

17-13. Deployment Planning

The JCS publication, Joint Operations Planning System (JOPS), and the Deployment Reporting System (DEPREP) manual provide comprehensive guidance for planning the deployment of forces from CONUS to overseas areas and may be

used for the reception and onward movement of forces in a theater. Within the scope of JOPS, the supported commander has primary responsibility for detailed planning for the movement from CONUS to the contingency area, with assistance from Military Traffic Management Command

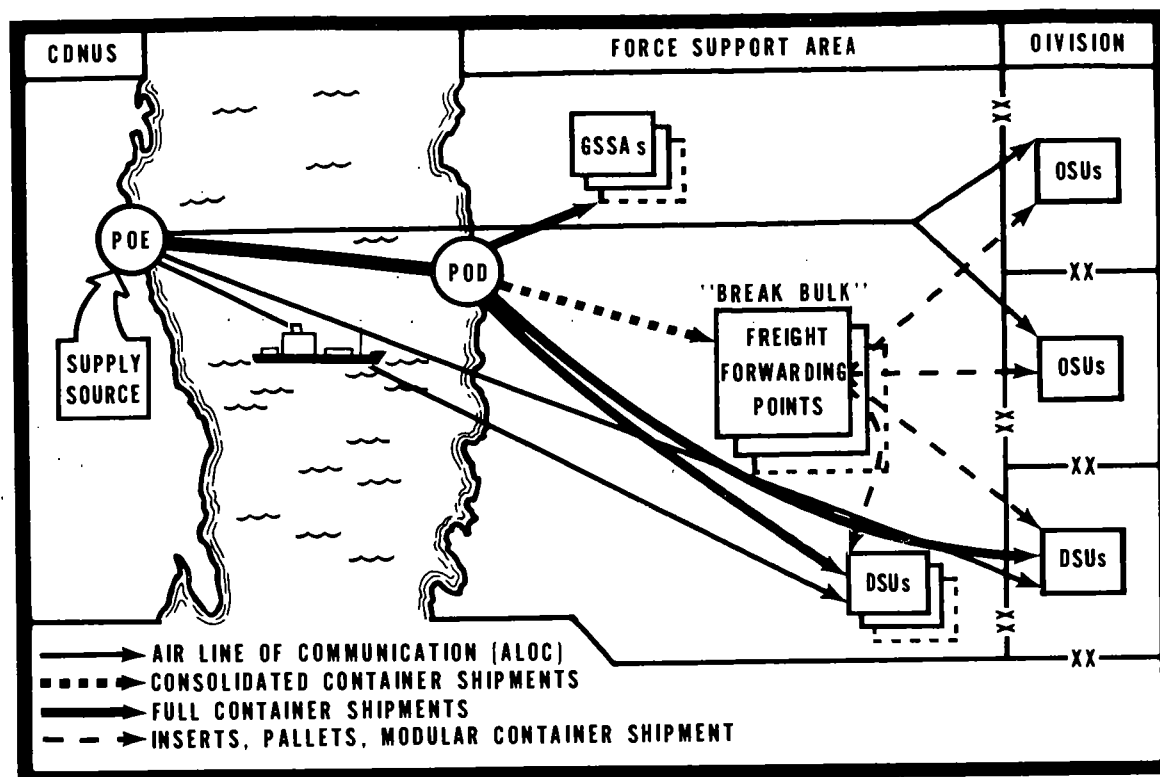


Figure 17-1. Distribution of ASL and NSL items.

(MTMC), Military Airlift Command (MAC), Military Sealift Command (MSC), and supporting services. Planning for the reception of the force in a contingency area and its onward movement to final destination is accomplished by the supported commander's staff.

a. *Time Phased Transportation Requirements List (TPTRL)*. The TPTRL is the primary tool for planning, organizing, and phasing the deployment of the force and its materiel and its arrival in the contingency area. In preparing the TPTRL the COSCOM commander uses his transportation staff, his mode and terminal headquarters units, and, most especially, his movement control center (MCC). Units and personnel responsible for the reception and onward movement of the force become intimately familiar with the CONUS-to-contingency-area schedule, which in turn becomes the basis for their own planning for movement from the reception point(s) to the objective area. Additionally, they gain greater insight into their specific requirements to better assess the numerical requirements and priorities for arrival of mobility forces into the contingency area.

b. *Contingency Area Movement Planning*. Since the TPTRL may designate only the general area to which units and materiel are deployed and the modes used for movements to the contingency

area, the task force commander's transportation staff and the MCC further refine the TPTRL into a series of time-phased programs for the contingency area. The programs should provide a complete movement schedule from time of arrival in the area to final receipt of all units and shipments at their ultimate destination.

c. *Early Deployment of the MCC*. The COSCOM MCC and representatives of the terminal mode operating headquarters are scheduled for the earliest feasible arrival in the contingency area in order to survey available transportation resources and negotiate for the use of specified facilities and for tonnages to be moved by the host nation. Based on the capabilities made available, the MCC is able to reduce the types or numbers of US mobility forces required to accomplish movement planning to and within the contingency area, or determine probable shortfalls in the plans if certain required mobility forces are not made available. The MCC for the contingency area should be augmented by liaison personnel from the other services and the host nation to coordinate all transportation activities. This joint and combined activity addresses requirements not only for the Army but also for Air Force, Navy, other military forces, Agency for International Development, and host nation. This is particu-

larly important since facilities and capabilities are limited.

d. *Movement Restriction Elements.* Particular care must be taken to assure that movements are not scheduled into the contingency area at a rate faster than the most restrictive element of the logistic system can receive them. Thus, a joint and combined movement control activity can address the requirements not only for the Army but also for the Air Force, Navy, Agency for International Development (AID), etc., and can obtain a total workload requirement. The most restrictive elements may be the air and ocean terminal discharge capability, air or ocean terminal throughput capacity (terminal clearance), intratheater transportation capability, or the reception capacity of inland consignees (GS/DS/user units). Deficiencies in any one of these elements, or any combination of them, can generate backlogs and cause congestion at all points in the logistic system. Results of the congestion appear in the theater most clearly and most frequently at the source of inbound shipments--the terminals. Excessive waiting or discharge time for intertheater carriers increases their turnaround times and eventually causes a shortage of transportation to meet intertheater movement requirements and jeopardizes the provision of adequate support to deployed forces. Retention of intratheater carriers overnight should be minimized to improve port clearing and meet in-country transshipment requirements. Minimum turnaround time is essential if utilization of transportation assets is to be optimized.

17-14. Uniservice, Joint, or Combined Interface

a. *Requirements for Interface.* When developing the interface requirements for a movement management activity in a theater, cognizance must be taken of the fact that in a combined operation each nation is normally responsible for its own logistic support; that the transport modes are flexible tools that can frequently be rapidly shifted to those locations where most urgently required; and that major intertheater terminals (surface and air), as well as the fixed modes of rail and inland/coastal waterways are usually employed in support of more than one national force. The interface requirements for the movement control activity will generally encompass those for the total transportation system. Direct interface is normally required with the TOAs, the theater mode and terminal operators, host and allied

nation transportation activities, personnel and materiel management activities, tactical units, shippers and receivers, and senior and subordinate headquarters. These interface requirements can be best accomplished within the structure of a centralized movement control center using liaison personnel from the other services and the host nation.

b. *Interface Channels.*

(1) The MCC extends its staff and management functions into the field through the medium of transportation movements offices (TMO) and rail transportation offices (RTO).

(2) The MCC interfaces at the highest echelon with the joint/combined task force transportation board, which allocates transport capability to participating nations and services. In a combined board, host nation civilian, and host and allied military requirements are introduced and allocations made at this level.

(3) Direct interface with the CONUS TOAs is established by the MCC to coordinate international movements and place requirements for support.

(4) Within the contingency area, the TMOs and RTOs are either combined, joint, or uniservice, as appropriate, and serve all military customers within their area regardless of service or nationality. These customers are the users of the transportation system--the shippers and receivers of personnel and materiel.

(5) Direct interface with personnel, supply, and maintenance management activities and with major tactical commands is established by the MCC to insure prompt exchange of information and rapid response to changed conditions.

c. *Interface Requisites.* To insure effective interface between the components of the system, the following requisites must be established and maintained during operations.

(1) Outline national, contingency force, and service responsibilities and obligations.

(2) Describe the responsibilities of transport elements and the users of the system.

(3) Delineate primary responsibility and channels for coordination at each command level.

(4) Describe vertical command, control, and coordination channels through all levels.

(5) Insure adequate communications.

17-15. Intra-Contingency Area Movement Planning

a. *Types of Movements.* Theater movement plans are basically of three types: contingency, tactical, and administrative. A contingency plan

is a plan for a major contingency that can reasonably be anticipated in the principal geographic subareas of a command. It is generally characterized by a relatively long leadtime for planning with periodic updates, and may involve the movement of combat, combat support, and CSS units along with their sustaining supplies. A tactical unit move is the process by which a combat force and materiel are relocated from one point of combat to another, or from a combat readiness area to a point of combat. Usually these moves are restricted to combat and combat support forces and are marked by short leadtimes for planning. An administrative movement is any movement of units or supplies other than a tactical movement. Usually administrative movements are allowed a longer planning leadtime than tactical movements and most frequently the movement plan culminates in a movement program (when the plan is authenticated by the appropriate commander and published). These include movement of all personnel (other than tactical unit movements) such as prisoners of war, military prisoners, medical evacuees, rotatees, replacements, personnel on leave or permanent change of station and temporary duty personnel, and couriers. Materiel movements in the administrative category include conventional resupply, relocation of stocks, and the evacuation of materiel for maintenance, repair, or disposal.

b. *Movement Planning System.* The contingency area movement planning system closely parallels that described in paragraph 17-13 for deployment planning. It is essential that the planning staff be joint or joint and combined, as appropriate, and that it include transportation command and control elements of the contingency force, so that they can become intimately familiar with the transportation portion of the plan and its relationship with the overall effort. As in the case of intertheater deployments, the essential transportation units, mode and terminal operating and movement management, should be among the first echelons arriving at the objective area. Initial planning is completed well in advance of the contingency, periodically updated as changed units or conditions warrant such update, and finalized after the warning order is received.

c. *Contingency Area Movement Planning Process.*

(1) Tactical movement planning is a continuous process that commences before the actual move, continues during preparation for movement, and carries on until the movement is completed. The primary responsibility for tactical

movement planning rests with the unit commander who reviews and updates movement plans and SOPs and keeps the appropriate transportation officer apprised of requirements for non-organic transport required to accomplish each movement. A number of regulations and the 2940-series of DA forms have been devised to assist unit commanders and transportation movement personnel in accomplishing tactical movements. The movement management activity must make necessary adjustments in the administrative movement program, in consonance with established priorities, to facilitate tactical movement and to avoid conflict with other requirements.

(2) The planning process for administrative movements, which results in the movement program, is the method by which the commander's requirements for moving personnel and materiel are met. The process involves determination of transportation asset availability and capability; facility capacity; developing a distribution pattern; accumulating history on past movements; developing and preparing personnel and materiel forecasts; and preparing, publishing, and distributing the movement program. In a new area there is no historical data and initially the movement program must be based on the TPTRL and on the operational and logistic concepts for the area. This includes development and use of technical intelligence.

(3) Particularly during the early stages, every effort must be made to calculate the requirements placed on common service and common user transportation to meet tactical and administrative unit deployments and redeployments of all services. Close and continuous interface is required with the Army, Air Force, Navy, and host and allied nation materiel and personnel management centers to assure that their stated requirements are valid; that supply, maintenance and personnel staging facilities are oriented on the transportation system; and that proposed patterns of support make optimum use of transportation facilities, avoiding backhauls and crosshauls unless such movement is advantageous.

(4) Daily capability reports must be obtained from all available sources: US, host nation, and allied, and balanced against the requirements and the command priorities applied. As experience is gathered, accumulated historical data provide a basis for further programing. Supply consumption requirements, based on the materiel managers estimates for units, can be established, turn-around time for transport equipment can be determined and unit capabilities more closely cal-

culated, and the effect of unit displacements on the distribution system can be more closely estimated. The last item is of particular importance for, as the distance requirements for movements increase, there must be either an upgrading of the transportation network to allow vehicles to maintain the same average turnaround time or additional capability must be provided to meet the movement requirements.

(5) Transportation movement planners must work in close coordination with tactical commanders to assure adequate support of tactical operations. In summary, movements planning and programing is a continuous process best accomplished by a centralized joint or joint and combined activity which maintains close interface with the tactical and logistic elements of the force as well as the base of supply, whether it be CONUS or another offshore base in the theater, and the connecting carriers.

17-16. Movement Monitoring

Movement monitoring is a verification and control process which follows shipments from source to destination. The process requires extensive interface between the various field locations through which the shipments pass and the materiel management activities. The monitoring process reports significant deviations from planned movement scheduled for a specific mode of transportation, based on reports submitted from movement control activities. It also provides financial data reporting, an in-transit time data bank for use in programing and scheduling movements, status information on controlled equipment, and movement performance analysis data. One of the features of the system is the maintenance of a file containing the current status of all in-transit movements in the system. The file is the basis for determining whether requests for diversion, holding, expediting, or delaying a shipment should be carried out.

17-17. Communications

The heart of any movement management activity rests with the ability of the MCC to communicate with the personnel and materiel management activities, with the TOAs, with the intratheater mobility forces, subordinate TMOs and with the users of the transportation system. The movement management planner should coordinate early with the supporting C-E officer to insure that the communications required to support the MCC automated systems are programed and adequate.

17-18. Transportation Intelligence

a. Transportation intelligence is a facet of technical intelligence. It is the product resulting from the collection, evaluation, interpretation, analysis, and integration of information on all foreign areas of operations that are of immediate or potential military significance. This intelligence includes data on the terrain of the area of operations and the characteristics, condition, development, organization, materiel, operation, maintenance, and construction of transportation systems and facilities.

b. Transportation considerations must be based on complete and up-to-date transportation intelligence. It is of vital importance that complete transportation intelligence be current at all times. It is the lack of current intelligence that poses the problem in maintaining complete intelligence at all levels of planning.

c. At all times there must be adequate intelligence of the transportation capability and the current balance between sealift and airlift. The success of US operations depends upon the ability to move a large military force to an area and sustain it in combat. The current status of the US merchant marine fleet and its sealift capabilities must be known at all times. The capabilities of the MAC and MSC must also be known since they may have to be supplemented by the commercial fleets.

d. Accurate transportation intelligence has an impact on practically all the other areas in contingency planning. Contingency plans must be developed with the benefit of accurate information. If they are not, the contingency operation cannot be a complete success.

e. Once the contingency plans are implemented, a procedure must be adopted to insure that intelligence is kept up to date. Changes in certain factors that the plan was based on can and often do change the validity of the entire contingency plan. Once the contingency plan is implemented there must be an in-country development of an accurate estimate of the transportation assets. This should be updated at periodic intervals as well as at any time the situation changes.

f. An ADP data bank containing transportation intelligence should be established and computer printouts made available to the contingency planners at all times. This data bank should be updated continuously and be available upon request.

17-19. Port Congestion

a. *Types of Port Congestion.* Historical records

of port operations and conditions during the early stages of previous contingency operations reveal the following types of port congestion have been most prevalent:

(1) Requirements for ship discharge exceed port capacity (cargo congests aboard ships).

(2) Requirements for port throughput exceed the capability of either the transportation network to clear the port, or the capability of the consignees to receive the shipments (cargo congests within the port complex).

(3) If (2) above is not shortly resolved, the port capability becomes degraded and results in a combination of (1) and (2).

(4) The effect described in (2) above may also result from large quantities of frustrated (unidentifiable) cargo congesting the port complex.

(5) Requirements for break-bulk exceed port of debarkation capabilities, which affects the transshipment to the ultimate consignee and occasionally causes less than carrier-load shipments.

b. *Causes of Port Congestion.* There are numerous and varied conditions that affect port congestion. Requirements exceeding port capacity may be the result of planning errors, lack of coordination, facility and equipment problems, weather, inadequate training, and enemy action. These and other causes of port congestion are discussed separately below. The point must be stressed, however, that they must be considered in totality, with the overview of how they constrict the capability of the port and thus the overall supply system before solutions to the problems can be effectively applied.

c. *Facilities Deficiencies.*

(1) The status of port facilities in the projected operational area must be considered. What is the present capacity? What damage can be expected? What is the engineer capacity to restore, repair, construct?

(2) A systems concept with consecutive limiting factors must be envisioned in dealing with port facilities. Although berthing facilities may be sufficient, the limiting factor may be road access, temporary storage capability, bridge or ferry constructions, locations of storage, etc.

d. *Logistics Over-the-Shore (LOTS).* LOTS operations providing full support or supplementing an insufficient port capacity, may be required based on the following factors:

(1) *Employment of Army watercraft.* Three characteristics will be found when Army watercraft are employed. First, Army watercraft will be utilized for sustained logistics support of troops ashore. Second, the port or LOTS area will be

secured prior to employment of Army watercraft. And third, watercraft will be utilized primarily for high volume resupply operations, including heavy lift. In addition to these three characteristics, there are many other considerations that determine the type and numbers of watercraft to be employed. These considerations include:

(a) *Host nation support (HNS) agreements.*

Current Army doctrine stresses reliance on the utilization of HNS agreements for accomplishment of watercraft support missions. It must be stressed that signed agreements will normally be limited in scope and apply only to specific areas covered by the agreement and will not directly effect requirements for continued support of all other areas and all contingencies.

(b) *Types of ships to be discharged.* The type of ships available for movement of Army cargo include six major categories; breakbulk carriers, partial containers, self-sustaining containerships, nonself-sustaining containerships, barge carriers, and roll on/roll off ships. The trend in recent years has been toward a greater reliance on nonself-sustaining containerships. Containerships normally carry greater tonnages than breakbulk ships, move more rapidly and with adequate facilities and equipment can discharge their cargo in a shorter period of time. Due to the preponderance of containerships that are nonself-sustaining, the Army must rely on external offloading capabilities. Each lighterage design differs in its ability to carry containers, breakbulk, or outsized cargo. Due to the variety of designs, watercraft and watercraft unit capabilities must be matched with the type of ships transporting the cargo and the desired volume of cargo offloaded.

(c) *Nature of cargo.* Army cargo is classified in four basic categories; containerized, breakbulk, vehicles and heavy lift. At the present time, excluding aircraft, helicopters, and ammunition, approximately 80 percent of all dry general cargo is containerized. The major exceptions to containerization are engineer construction materials, vehicles, major end items, and some items deemed as critical for tactical or strategic circumstances. Most Army watercraft being of older design, are configured to carry breakbulk cargo, and as a result, in many instances, are not efficient container carriers. Although the percent of items (80 percent) to be containerized has about peaked and leveled off for cargo, the direct import toward containerization of cargo has direct impact on the designs, types, and numbers of watercraft and material handling equipment/containerized handling equipment (MHE/CHE) required in the

inventory.

(2) *Availability of ports/lots sites.* As stated earlier, operations through fixed port facilities using HNS is the desired method of moving cargo. However, utilization of Army watercraft is required when the use of fixed port facilities has been derived due to lack of signed support agreements; access to established port facilities is denied because of enemy control of facilities or the port facilities and watercraft assets have been destroyed or damaged; port facilities do not exist in the area of operation; augmentation of existing facilities is required because available ports lack an adequate capability and/or equipment to handle wartime requirements; access to established facilities is denied due to geo-political considerations of the supported/participating country. The availability of LOTS sites must be evaluated for each intended area of operations. The suitability of beaches for LOTS operations varies greatly from area to area. Selection of suitable sites for LOTS operations are based on further considerations as outlined below.

(3) *Beach gradients and bottom conditions.* These two factors effect both the sites selected and the type craft to be utilized. Beach gradients can effect the ability of landing craft to position themselves within reach of the beach cranes to offload; a shallow slope coupled with existing tidal conditions could result in periods at low tide when landing craft cannot be unloaded. Steeper gradients are desired for landing craft, amphibians are not restricted by beach gradients. Bottom conditions, such as mud, sandbars, and reefs can provide obstacles to most lighterage. Sites should be selected to provide the most favorable conditions for watercraft and concurrently watercraft must be selected for optimal performance considering the characteristics of the site.

(4) *Sea state/tidal conditions.* Sea states can effect the ability to moor ships, the efficiency of offloading cargo from ships into lighterage, and the ability to transit from ship to shore. As stated above, tidal conditions effect the ability to properly position landing craft for offloading and therefore effect the efficiency of the types of lighterage used.

e. *Equipment Deficiencies.*

(1) Equipment presently in the country usually cannot be depended upon other than as supplementary and for other than military uses. An exception to this may be in the use of local rail and motor vehicle capability for clearance. Even here, when the planners of earlier contingency operations depended upon this equipment in the initial

stages, congestion frequently occurred and alternative courses of action had to be taken.

(2) Most local equipment usually does not meet military standards for operation, safety, and maintainability. Training of US personnel on it, obtaining repair parts for it, and trying to interface its use with US equipment usually creates a greater problem.

(3) Standard equipment authorized by TOEs may not fit operational requirements. Rough terrain equipment in a developed port may be almost useless and commercial equipment in a LOTS environment may be quite ineffective.

(4) The deployment of over-sophisticated equipment creates problems because assigned personnel may lack training to operate and maintain the equipment, and because repair parts supply frequently is inadequate.

(5) Under some conditions, certain items of equipment are critically needed, e.g., equipment required to meet unique port or terrain limitations.

(6) Problems are created by the multiplicity of makes and models of equipment. These problems are related to those identified in (4) above.

f. *Personnel Deficiencies.*

(1) The status of qualified port personnel in the contingency area must be considered. Will port personnel arrive in the contingency area in sufficient time and numbers to prevent cargo from being dumped in the port or on the beach?

(2) Is there a shortage of skilled port personnel during the early stages of a contingency operation? Shortages of basic skills are readily resolved; however, shortages of higher skill levels are of longer duration.

(3) Are command and control terminal elements deployed simultaneously with working terminal units? If there is a considerable time gap after the working units are deployed, this will result in working units not being fully controlled and utilized. All port planning must be coordinated with the battlefield development plan.

(4) Other problem areas that are related to port congestion are local hire of indigenous personnel; language difficulties; cargo pilferage; terminal security; inadequate packaging, crating, and labeling; inaccurate identification of cargo contents; and loading without regard for port capabilities.

g. *Avoiding Port Congestion Through Planning.*

(1) Planning must be at joint and combined level.

(2) The approach must be system oriented and not fragmented.

(3) Transportation movement management and mode personnel must be involved from the earliest planning stages.

(4) Use of modern communications and electronic equipment must be emphasized.

(5) Requirements and capabilities must be kept in balance. This balance is extended from the port to the final destination, and command and control units are included throughout in a balanced manner.

(6) The intertheater Time Phased Force Deployment Data (TPFDD) (JCS publication, Joint Operations Planning System) is used as a basis for planning the reception of units and materiel in the theater.

(7) Only essential materiel should be introduced into the theater until the buildup is completed. To this end, vertical construction for troop billets, post exchanges, clubs, etc., should be delayed until deployments are completed and theater stockage objectives have been attained.

(8) Transportation unit requirements should be based on the task force plan for reception and onward movement of materiel. (NOTE: Detailed "real world" data should be used; however, planning figures noted in TOEs, FM 101-10 series, and FM 55-15 are good starting places for determinations.) The Department of the Army Master Force List (M-Force) description of both current and

programed units should be used to compare computed requirements with available units. Alternative solutions must be explored when requirements exceed availabilities.

(9) Ports of debarkation should be staffed with sufficient terminal service and terminal transfer companies, cargo documentation and contract supervision detachments to accomplish the discharge, clearing and transshipping missions.

(10) The organization of selected units should be examined for necessary modification to assure as far in advance as possible that appropriate personnel and equipment (particularly MHE where applicable) are available.

(11) Because virtually all projected contingency areas will have inadequate port facilities, equipment required to upgrade such facilities in the shortest possible time should be stockpiled in minimum essential quantities.

(12) Sufficient engineer support and equipment should be programed to repair or upgrade port complexes, and planned port development should be coordinated and balanced with the transportation network.

(13) Plans should provide for the rapid identification of civilian contractor assets that will be applied against requirements.

Section IV. HEALTH SERVICES

17-20. Medical Intelligence and Planning

a. Prior to and during the early phases of previous contingency operations, medical planning was handicapped by a lack of timely, accurate information concerning the composition, intended missions, and the deployment phasing of the contingency force. There also was a lack of information concerning the medical resources of the host nation and estimates of the types and volume of casualties that the enemy was capable of inflicting. The incremental and piecemeal processing of requirements for troop units originating in the field, coupled with adjustments made to troop lists and destination sites produced an inordinate degree of instability that seriously affected the quality of health services during the crucial early stages of deployment.

b. In preparing the implementing plans for future contingencies the medical brigade planning staff precludes the recurrence of the problems cited above. As indicated in para 16-9h, close liai-

son with planners and operators at all levels is maintained and current medical intelligence is gathered from all available sources. Preparation of the medical portion of the contingency plans is an integrated staff process which makes maximum use of the wide range of experience on the staff. The ACofS, health services, prepares and reviews contingency plans for completeness and practicability.

17-21. Medical Service Communications

a. Medical service relies heavily on telephone service for a large percentage of its communications capability. Medical service communications support requirements should be closely coordinated with the C-E officer to insure the establishment and maintenance of adequate communications in support of the medical service units assigned to the support command.

b. The combined use of aeromedical evacuation and specialized treatment centers has established

a requirement for a dedicated medical communication capability between these elements and the medical regulating authority.

17-22. Medical Materiel Management

a. A medical supply, optical, and maintenance (MEDSOM) unit and a medical inventory control

detachment are assigned to the medical headquarters that supports the contingency force. Guidance for medical materiel management is provided in AR 40-61.

b. The channels for requisitions for medical materiel and shipments and coordination for units assigned to a support command are depicted in Figure 17-2. The supply source for the

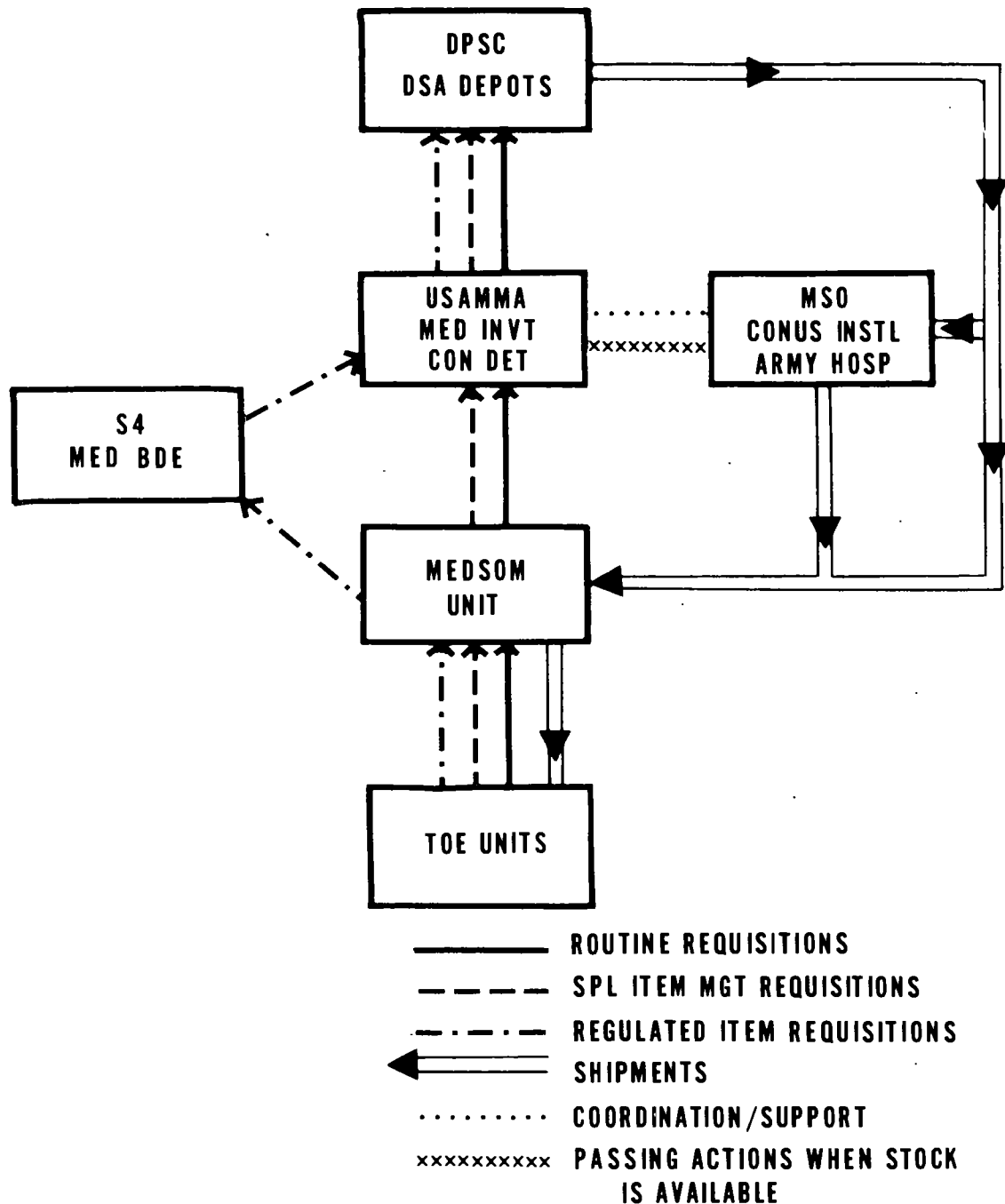


Figure 17-2. Medical materiel data flow.

MEDSOM unit may be Defense Personnel Support Center (DPSC)/Defense Supply Agency (DSA) depots in CONUS or a designated supply source outside of CONUS. The MEDSOM unit will have its own organic ADP capability to support its supply system.

17-23. Medical Support for Other US Services, Allied Forces, Civilian, and Noncombatants

a. Medical support for each of the US components of the contingency force is a service responsibility. Extensive use of cross-servicing between the services, as agreed upon by local commanders, is made to take advantage of the geographic location of facilities.

b. Due to the rapid expansion of the medical support workload during the early stages of com-

bat in a contingency operation, coordination and supervision by the joint or unified command is essential to provide the best possible medical care and to insure the most efficient use of all medical resources. The commander of the joint or unified command should select in advance the service or services to be responsible for specific health services support following the dominant-user principle.

c. Medical support for allied combatants, host nation civilians, and noncombatant US civilians must be covered in specific detail in all contingency plans. The instructions to "be prepared to provide support as directed," is inadequate guidance to prepare for health support in a contingency situation that may increase medical requirements many fold in a very short period of time.



APPENDIX A

REFERENCES

A-1. Army Regulations (AR)

(S) 11-11	Major Command Stockage Levels Worldwide (U)
(S) 11-12	Logistics Priorities (U)
40-4	Army Medical Department Facilities
40-61	Medical Materiel Policies and Procedures
75-14	Responsibilities for Explosive Interservice Ordnance Disposal
75-15	Responsibilities and Procedures for Explosive Ordnance Disposal
700-84	Issue and Sale of Personal Clothing
708-1	Cataloging and Supply Management Data
710-2	Materiel Management for Using Units, Support Units, and Installations
725-1	Special Authorization and Procedures for Issues, Sales, and Loans.
735-11	Accounting for Lost, Damaged, and Destroyed Property
750-1	Army Materiel Maintenance Concepts and Policies
840-10	Description and Use of Flags, Guidons, Tabards, and Automobile Plates

A-2. Field Manuals (FM)

3-1	Chemical, Biological, and Radiological (CBR) Support
3-12	Operational Aspects of Radiological Defense
5-1	Engineer Troop Organizations and Operations
5-20	Camouflage
5-142	Nondivisional Engineer Combat Units
8-10	Medical Support, Theater of Operations
9-14	Explosive Ordnance Disposal Service
9-15	Explosive Ordnance Disposal Unit Operations
9-19	Conventional Maintenance Ammunition Unit Operations
9-38	Conventional Ammunition Unit Operations
9-47	Special Ammunition Unit Operations
9-59	Missile Support Unit Operations
10-60	Handling of Deceased Personnel in Theaters of Operations
10-63	Petroleum Supply in Theaters of Operations
10-67	Supply of Subsistence in a Theater of Operations
11-23	Theater Army Communications Command
12-2	Personnel and Administrative Support in Theaters of Operation
14-3	Comptroller Support in Theaters of Operation
16-5	The Chaplain
19-4	Military Police Support, Theater of Operations
21-40	Chemical, Biological, Radiological and Nuclear Defense
24-16	Signal Orders, Records, and Reports
24-17	Tactical Communications Center Operations
24-18	Field Radio Techniques
29-20	Maintenance Management in Theaters of Operations
29-23	Direct Support Maintenance Operations (Nondivisional)
29-24	General Support Maintenance Operations
29-25	Direct Exchange, Shop Supply, and Operational Readiness Float Procedures
31-3	Base Defense
31-81 (Test)	Rear Area Protection (RAP) Operations
31-85	Weather Support for Field Army Tactical Operations
(C) 32-5	Signal Security (SIGSEC) (U)
(S) 32-10	USASA in Support of Tactical Operations (U)

32-20	Electronic Warfare (EW) (U)
41-10	Civil Affairs Operation
54-2	The Division Support Command and Separate Brigade Support Battalion
54-7	The Theater Army Support Command
55-1	Army Transportation Services in a Theater of Operations (TBP)
55-10	Army Transportation Movements Management
55-30	Army Motor Transport Operations
61-100	The Division
100-10	Combat Service Support
100-15 (Test)	Larger Unit Operations
101-5	Staff Officers' Field Manual: Staff Organization and Procedure
101-10-2	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Extracts of Nondivisional Tables of Organization and Equipment
(S) 101-10-3	Staff Officers' Field Manual: Organizational, Technical, and Logistical Data Classified Data (U)

A-3. Technical Manuals

5-700	Field Water Supply
38-750	The Army Maintenance Management System (TAMMS)
38-750-1	Maintenance Management: Field Command Procedures

A-4. Joint Chiefs of Staff Publications

1	Dictionary of United States Military Terms for Joint Usage
(O) 2	Unified Action Armed Forces (UNAAF)

A-5. Department of the Army Pamphlet

5-2	Improvement Tools for Soldier Managers
700-22	Logistics, The Direct Support System (DSS)

A-6. Department of the Army Bulletins

SB 38-1	Classes of Supply
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★ APPENDIX B

RESTRUCTURED GENERAL SUPPORT (RGS)

B-1. Introduction

a. The current general support (GS) maintenance doctrine provides that the GS base of the Army in the field will be organized on a multi-functional area basis. Specifically, current GS doctrine operates primarily through heavy and light equipment maintenance companies, each of which is organized and chartered to provide general support on a multi-functional or multi-weapons systems basis. Normal distribution of these organizations involves the placement of one or more behind each division committed in the corps area, with other units supporting nondivisional units in the corps rear area on an area basis.

b. Evolving RGS doctrine, on the other hand, conceptually visualizes the assembly of all general support capability in the corps area on a weapon systems basis. For example, each heavy equipment maintenance company (HEMCO) in the current structure has certain capabilities to perform general support maintenance on tanks, artillery, personnel carriers, as well as all series of wheeled vehicles. RGS will collect all of the tank maintenance capability from the numerous HEMCOs dispersed throughout the corps area into one or more of the single organization, generically titled a "tank maintenance company." Similarly, the artillery capability of the HEMCOs would be grouped into an "artillery maintenance company." Personal carrier resources would be combined into a "light armor maintenance company" and all wheeled vehicles would be supported by "wheel vehicle maintenance companies."

c. Another major difference between current doctrine and RGS doctrine involves the location of the general support provided. Present doctrine specifies that materiel to be repaired will be repaired as far forward as existing maintenance capabilities permit, or evacuated to the rear to that point where the damaged materiel reaches a maintenance level which can accomplish the maintenance requirement. The RGS doctrine, while continuing the present general support function, also incorporates a flexibility of organization and mission which permits movement of major portions of the general support maintenance

base forward and also permits application of general support maintenance and immediate return of the maintained item to the supported unit.

B-2. Purpose

The purpose of RGS maintenance is to improve supply and maintenance support for groups of related materiel items or designated weapons or weapon systems. This support includes maintenance; class VII supply (including direct exchange and operational readiness float); recovery and evacuation; collection, classification and cannibalization; and technical assistance to include battle damage assessment and onsite repair support.

B-3. Objective

The objective of RGS is to:

a. Consolidate commodity oriented groups of conventional materiel for GS maintenance support.

b. Create an organizational assembly of GS maintenance expertise on a weapons systems basis and a doctrinal modification permitting "support forward" and immediate return of weapon systems to the supported unit or supply system.

c. Maximize the use of skills, tool/shop sets, and testing and diagnostic equipment required to perform materiel support at the GS level for conventional materiel.

B-4. General

a. Conventional materiel includes most of the items used by TOE units of the Army in the field, but specifically excludes such items as aircraft, missiles, munitions, medical, rail, marine and air-drop. The aircraft and missile general support structures likewise will be modified under the RGS concept.

b. The RGS concept is formulated for implementation in the total Army within the following parameters:

(1) Commodity orient the GS base in the Corps to achieve support on a weapon systems basis.

(2) Retain the company as the basic unit

building block.

(3) Enhance GS maintenance capability to support forward by providing adequate resources (people and equipment) to permit the wide spectrum of actions required for rapid turnaround of failed weapon systems.

(4) Change the mission of GS maintenance in the Corps to incorporate support forward operations, repair and return to user operations, and improve support of Corps DS/GS DX programs.

(5) Modify maintenance management responsibilities for technical operations in accordance with the RGS concept.

(6) Merge a designated level of class VII supply in the corps with GS maintenance on a commodity basis.

(7) Continue current doctrine of class IX supply support to GS maintenance units in the Corps.

(8) Assign the class IV supply mission to the

General Supply Company (GS).

B-5. Concept

The RGS concept permits weapon systems configuration to occur at the company building block level: that is companies will be organized into tank maintenance, artillery maintenance, light armor maintenance, communications maintenance, electronics maintenance, and the like.

a. The RGS organizations provide enhanced equipment capability, as well as an organization structure to permit implementation of support forward doctrine. Specifically, the RGS companies would have increased lift, communications, transportation, and diagnostic capability. Additionally, an enhanced battle damage assessment capability would be built into the RGS organizations.

b. A "type" RGS battalion for support of conventional equipment is illustrated at figure B-1. It

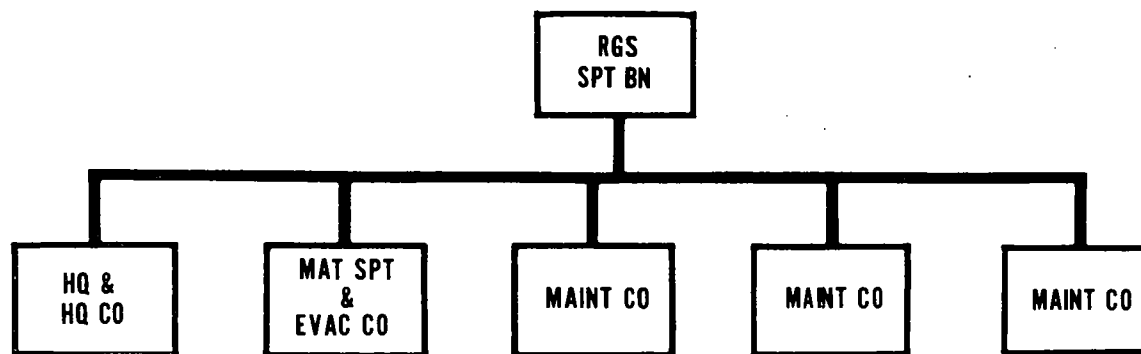


Figure B-1. "Type" RGS support battalion.

consists of a Headquarters and Headquarters Company, a Materiel Support and Evacuation Company, and from two to five systems or commodity oriented maintenance companies. Aviation, Missile and Supply support battalions generally retain present configurations. RGS battalions are normally attached to the HHC, Support Group, for command and control.

c. Under the RGS concept, a new role for GS maintenance in the corps is envisioned. The traditional GS maintenance mission of repairing selected components and assemblies is also a mission of RGS units. During wartime, while current doctrine would have GS units in the corps waiting to be workloaded, RGS prescribes that corps GS efforts would be oriented to support forward operations governed by the tactical situation (figure B-2).

d. The new role for GS maintenance units in the

corps will be implemented by the tailored composite maintenance battalions (see figure B-3). The commodity oriented companies will be assigned to the battalion to meet the specific mission. Thus, for example, a battalion supporting a tank heavy corps may have a tank maintenance company, an artillery maintenance company, and a light armor maintenance company assigned. Other commodity oriented companies will be added if the force structure being supported requires additional support.

e. RGS envisions that necessary capabilities, from battle damage assessment to recovery, will be employed in a forward mode to operate within the structure of existing divisional maintenance and evacuation channels. These efforts supplement rather than replace the divisional capability and have the key objective of minimizing the repair, evacuation, and waiting times that are so

NEW ROLE OF GS MAINTENANCE IN THE CORPS REPAIR AND RETURN TO DS/USER

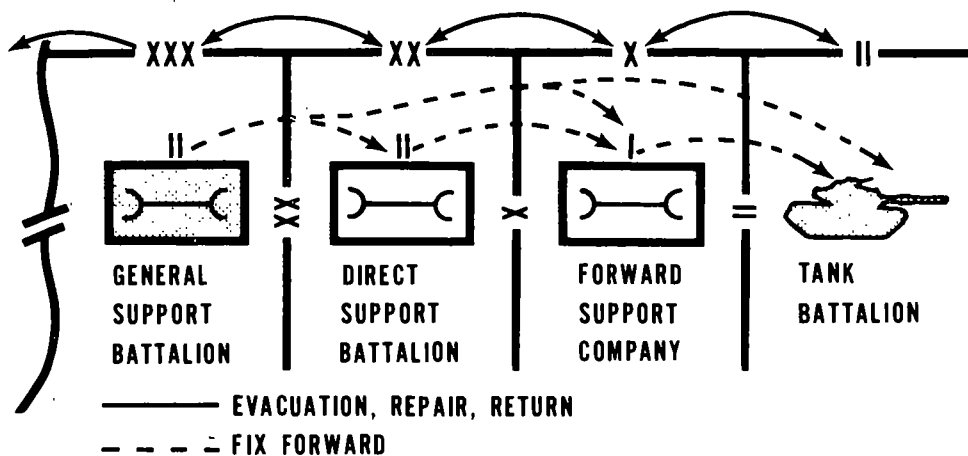


Figure B-2. New role for RGS units.

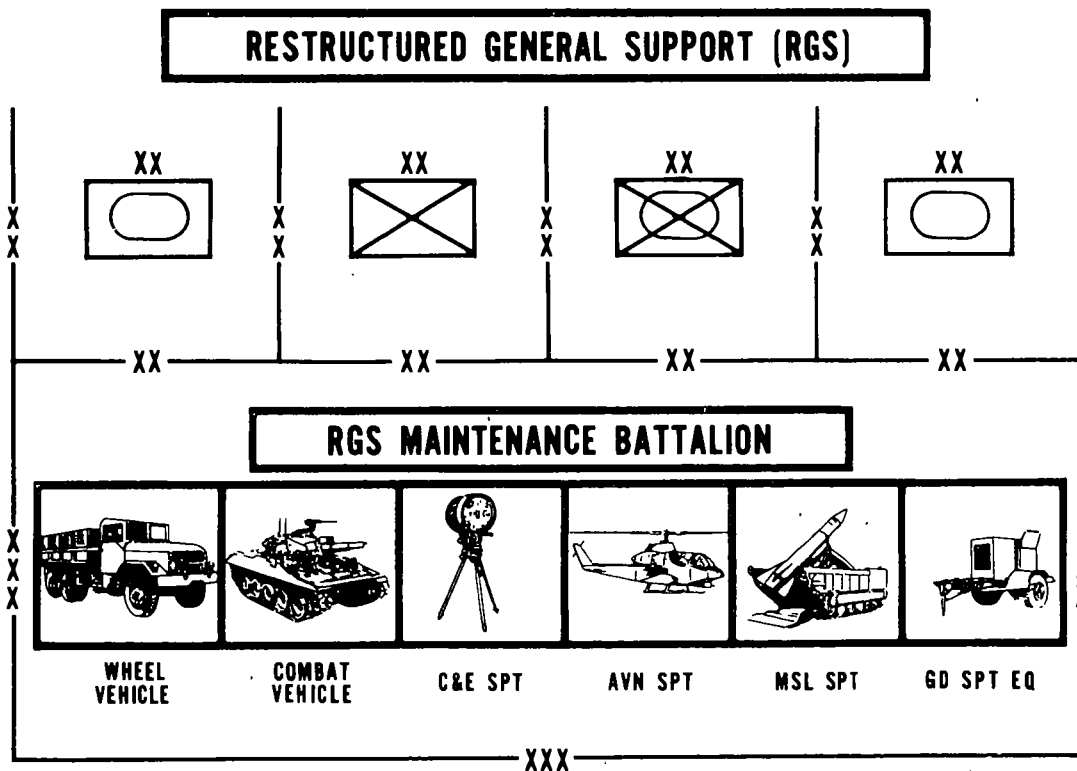


Figure B-3. RGS maintenance battalion.

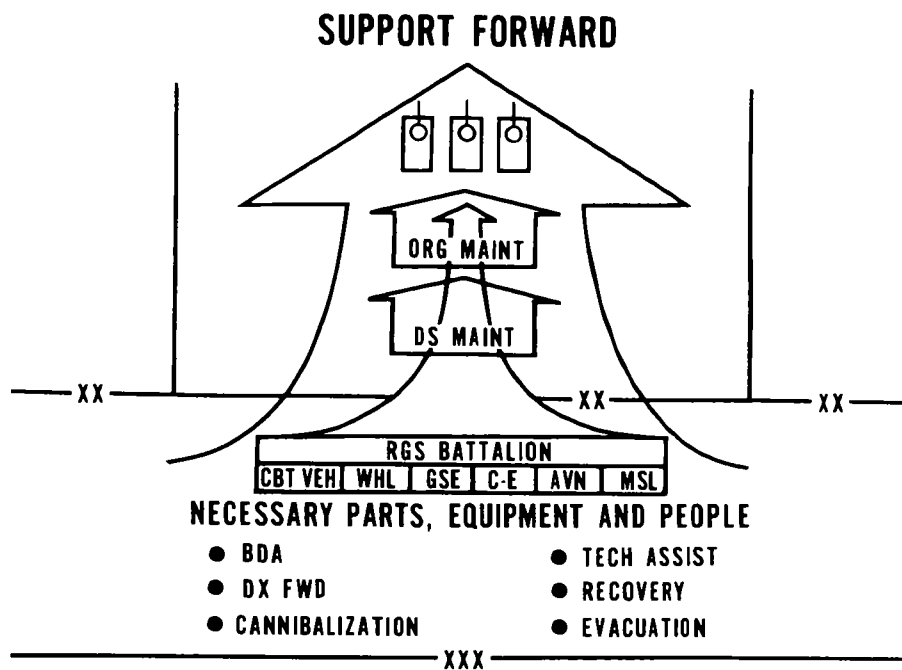


Figure B-4. Support forward.

critical to the operational availability equation (figure B-4).

B-6. RGS Mission

The RGS mission is envisioned and described and accomplished in three phases which are synonymous to the three phases of combat.

a. *Phase I - Peacetime.* RGS elements perform in their historical GS role:

- (1) Repair and return to stock assemblies, components, and modules.
- (2) Provide backup DS (DS job order) support.
- (3) Provide technical assistance.

(4) Perform GS modification work order (MWO) applications.

(5) Provide the peacetime establishment of wartime roles and relationships.

b. *Phase II - Transition to War and Initial Conflict.* Provides GS maintenance support (repair of components) and/or support forward, limited general support/backup direct support, as directed, to elements operating in the forward area.

c. *Phase III - Return to a Period of Logistical Stabilization.* RGS units return to their GS roles when the logistical situation stabilizes.

APPENDIX C

REPRESENTATIVE COSCOM UNITS

No. TOE	Title	Quantity	Paragraph
54-22	HHC, Corps Support Command	1	2-4
54-23	MMC, Corps Support Command	1	2-15b, 8-22
29-102	HQ, Spt Gp	Two plus	3-2
	P&A Unit	1	4-1
12-66	HHD	1	4-5
12-18	SPS Det	1 plus	
12-570	Admin Svc Det	1 plus	4-5c
12-107	Band	1	4-5d
12-550	APO	1 plus	4-5e
12-67	Pers Svc Co	1 plus	4-5b
12-500	Repl Reg Det	1 plus	4-5f
9-520	EODC	1 plus	2-17
14-500	Finance DS Svc	1 plus	5-1
	(Support Group)		6-1a
29-136	HH Det DS/GS Maintenance Co	1 plus	6-4b
29-136	HHD	1	6-4b, 6-5b
29-208	Rear DS Maint Co	1	6-4c
29-207	Forward DS Maint Co	1	6-4d
55-457	DS Trans Aircraft Maint Co	1 plus	6-4e
29-134	LE GS Maint Co	1 plus	6-5b
29-137	Heavy Equip GS Maint Co	1 plus	6-5d
9-117	Aug—Tire Repair Co	1 plus	6-5g
29-139	Aug—Coll & Class Co	1 plus	6-5f
55-458	GS Trans Aircraft Maint Co	1	6-5e
55-456	HH, DS/GS Maint Bn, Aircraft	1 per Spt Gp	6-5h
55-580	Trans Movement Ofc	1 plus	7-2b
55-540	Hgh Regulating Points	1 plus	7-2b
55-560	Terminal Transfer Co	1 plus	7-2c (3)
1-256	Aviation Bn	1	7-1d
55-6	MCC	1	7-4
55-62	HHC, Trans Brigade	1 plus	7-4c
55-52	HHC, Trans Composite Gp	1	7-4c (2)
1-258	Assault Support Helicopter Co	1	7-4d
1-256	HQ & HQ Co, Combat Aviation Bn	1	7-4d
1-259	Heavy Helicopter Co	1	7-4d
	Assault Helicopter Co	1	7-4d
55-16	HQ & HQ, Trans Motor Transport Bn	1 plus	7-4e
55-17	Trans Light Truck Co	1 plus	7-4e
55-67	Trans Light—Medium Truck Co	1 plus	7-4e
55-18	Trans Medium Truck Co	1 plus	7-4e
55-19	Trans Car Co.	1 plus	7-4e
55-28	Trans Hvy Trk Co	1 plus	7-4e
55-118	Trans Terminal Trans Co	1 plus	7-4e
10-206	Petroleum Operating Bn	1 plus	8-5e
10-7	Supply & Service Co, S&T Bn	1 plus	8-11
29-114	GS Field Service Co, Forward	2 plus	8-12
29-147	DS, S&S Bn	1 plus	8-18
10-500	BA, BB, BC	1 plus	8-21
29-146	HQ & HQ Co, S&S Bn	1 plus	8-23
29-118	GS Co	1	8-24
29-119	GS Repair Parts Supply Co, Corps	2 plus	8-25
29-129	GS, Aircraft & Missile Repair Parts Supply Co	2 plus	8-26, 9-7c
29-127	GS, Hvy Mat Supply Co	3 plus	8-27
10-407	QM Airdrop Supply Co	1 plus	8-28
29-114	GS, Forward, Field Svc Co	1 per div	8-15, 8-29
29-147	DS, S&S Co	1 per 8,000 non-divisional troops	8-30

No. TOE	Title	Quantity	Paragraph
10-226	HHC, Petroleum Supply Bn	1 per support group	8-31
10-227	Petroleum Supply Co	1 plus	8-32
55-18	Trans, Med, Trk Co	3 per bn	8-33
9-22	HHC, Ordnance Gp, Ammunition DS/GS	1	9-10
9-36	HHC, Ammunition, DS/GS	2 plus	9-11
9-47	DS, Special Ammunition Co	3	9-3, 9-12
9-88	DS/GS convention Ammunition Co	1 per Co per supported division in DS role - 2 companies in the GS role	9-3, 9-4, 9-13
9-48	GS, Special Ammunition Co	2 plus	9-4, 9-6c, 9-14
9-59	GS, Maintenance Co, Ordnance, Guided Missile	1	9-6d, 9-15
9-58	GS, Pershing/a Maintenance and Supply Co	1 per corps, when required	9-6d, 9-16
19-97	MP Physical Security Co	1	9-17
9-550	DS/GS Rocket and Missile Support Teams	as required	9-6d, 9-18
9-520	EOD Detachment—GB	1 per support group	2-17, 9-10
9-530	Ammunition Supply & Renovation Dets	as required	9-3, 9-5e
41-500	Civil Affairs	as required	9-6b, 9-21
8-112	Medical Brigade	as required	10-2
11-127	HQ, Signal, Medium, Operations Company	1 per support command	11-2
5-500	Engineer Dredge Teams	1	12-11
5-530	Engineer Construction, Utilities & Electrical Power Teams	1 plus	12-15
5-510	Engineer Firefighting Teams	1 plus	12-16
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19-272	Military Police Grup	Assigned by corps	12-18
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General, United States Army
Chief of Staff

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CORPS SUPPORT COMMAND

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* This manual supersedes FM 54-3, 14 December 1971 and FM 54-4, 1 May 1969.

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PART TWO. SUPPORT OF A SEPARATE FORCE,—TO BE PUBLISHED

PART ONE

SUPPORT OF A CORPS

CHAPTER 1

INTRODUCTION

1-1. Purpose

This manual provides guidance on the organization and operation of a corps support command (COSCOM). It provides information related to combat service support provided by the higher echelons within a corps. Related field manuals provide more detailed information on specific operations and systems and on organizations at lower echelons. Appendix A contains a list of publications that are cross-referenced at appropriate places throughout the manual. The information in Appendix B describes the emerging corps-level general support organization and operations designed to support weapon systems during war-time. This system is identified as the Combat Oriented General Support System (COGS). Appendix C contains a listing of the units in the COSCOM as outlined in this manual.

1-2. Scope

a. This manual describes the COSCOM headquarters; units employed with the headquarters; responsibilities of the headquarters; and, relationships between corps headquarters, COSCOM headquarters, major subordinate headquarters, and supporting COMMZ organizations. This manual also describes the major subordinate organizations within the COSCOM and the systems or methods through which they provide combat service support to the corps. Some major changes detailed in this document which were not included in FM 54-3 and FM 54-4 include:

(1) The establishment of the Materiel Management Center (MMC) at the COSCOM. The MMC consolidates the functions of maintenance and supply management.

(2) The establishment of the assistant chief of staff (ACofS), materiel. The ACofS, Materiel, consolidates the functions of maintenance and supply.

(3) The establishment of a logistic readiness office reporting directly to the command group at the COSCOM on the logistics readiness of the command and the force supported.

b. This manual applies to:

(1) General war, to include consideration of the employment of and defense against chemical and nuclear weapons and defense against biological agents and weapons.

(2) Limited war.

(3) Cold war, to include stability operations.

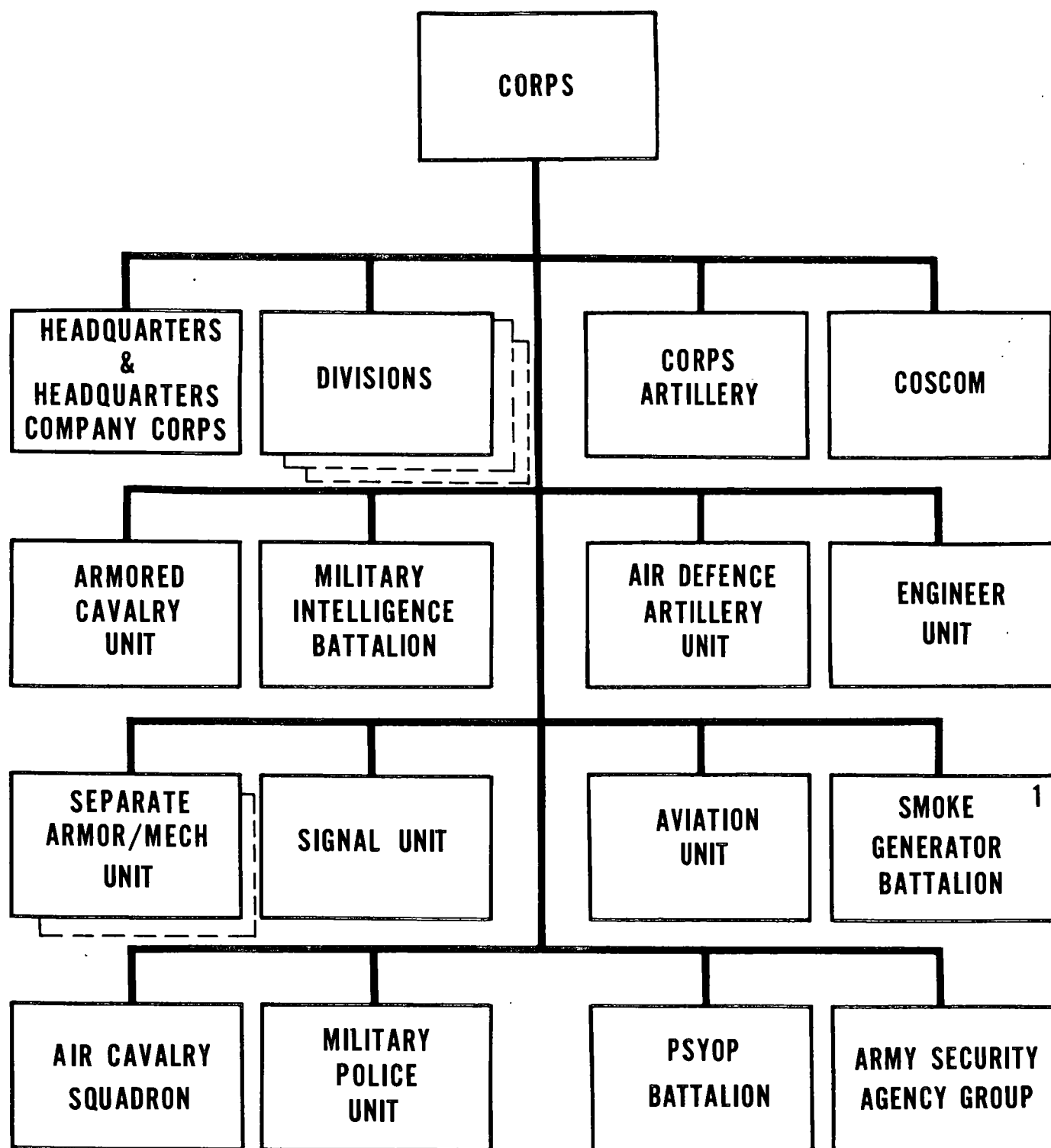
c. The combat service support doctrine presented in this manual requires the availability of automatic data processing systems (ADPS) and associated communications systems to permit its full application. Many of these items are under development; therefore, those tasks described in the manual to be performed by ADPS require a transition period during which current methods will be replaced as equipment becomes available.

1-3. Recommended Changes

Users of this manual are encouraged to submit recommendations to improve its clarity or accuracy. Comments should be keyed to the specific page, paragraph, and line of the text in which the change is recommended. Reasons should be provided for each comment to insure understanding and permit complete evaluation. Comments should be prepared using DA Form 2028 (Recommended Changes to Publications Blank Forms) and forwarded direct to Commander, US Army Logistics Center Fort Lee, Virginia 23801 ATTN: ATCL-CDL. Originators of proposed changes that would constitute a significant modification of approved Army doctrine may send an information copy, through command channels, to the Commander, US Army Training and Developments Command, (TRADOC), Fort Monroe, Virginia 23651, to facilitate review and followup.

1-4. Basic Characteristics of the Corps

A corps, the largest combat organization capable of sustained administrative, logistical and tactical operations, directs the combat operations of its assigned forces and provides them with combat support and combat service support (fig 1-1).



1. Assigned or attached as required.

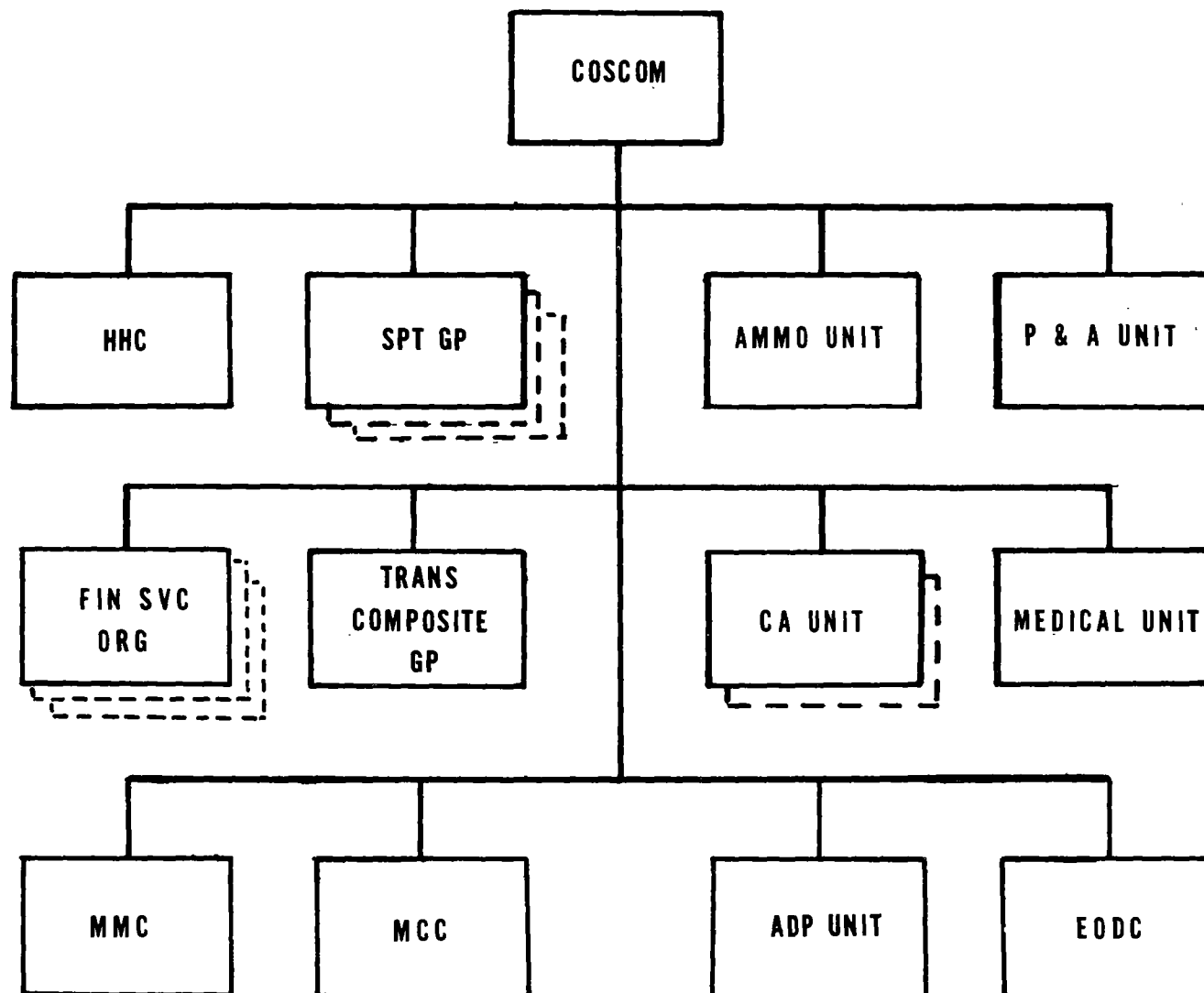
NOTE: Command structure of subordinate units is not rigid; ie., brigades may be replaced by groups depending on the magnitude of mission requirements.

1-5. Basic Characteristics of the COSCOM

a. Organization. The COSCOM is designed to support a corps which is composed of a headquarters, a variable number of combat, combat support, and combat service support nondivisional units, and two to five and two-thirds divisions. The COSCOM shown in figure 1-3 is organized to support a corps that includes four divisions. The organization can be structured to support a larger corps by adding more combat service support organizations. These

organizations are formed using TOE company- or detachment-size elements, including headquarters, as building blocks (chap 3). They are based on quantitative workloads, which are expressed as:

- (1) Personnel to be supported.
- (2) Equipment to be maintained.
- (3) Tons to be handled or moved.
- (4) Civilian populations and resources to be considered.
- (5) Personnel and units to be moved.

**NOTES:**

a. Command Structure of The Subordinate Units is Not Rigid, i.e., Groups Will Become Brigades Or Brigades Will Be Replaced By Groups Depending On The Magnitude of The Mission Requirements.

b. Company, Battalion, Or Group Sized Organizations Are Assigned To The Subordinate Commands To Tailor The Support Capability To Meet The Corps Force Requirements.

LEGEND

----- INDICATES A VARIABLE NUMBER OF ASSIGNED ORGANIZATIONS

Figure 1-3. Organization of corps support command (COSCOM).

b. Functions.

(1) Functions that COSCOM may perform include:

- (a) Personnel and administration.
- (b) Finance (DS).

- (c) Maintenance.
- (d) Transportation.
- (e) Supply, maintenance and field services.
- (f) Ammunition.
- (g) Civil affairs.

- (h) Health services.
- (i) Communications-Electronics.
- (j) Military police.*
- (k) RAP.
- (l) EOD services.

*Note. Normally military police services are provided directly by corps (FM 100-15 (Test)).

(2) Combat service support functions that COSCOM does not perform include: Engineer services except installations support consisting of engineer repair and utilities, firefighting and real estate services in the combat zone. For additional details see paragraphs 12-5 through 12-9.

c. *COSCOM Commander.* The COSCOM commander is a major subordinate commander to the corps commanding general as are the division commanders. He provides combat service support to all corps elements in support of tactical operations. In performing his mission, he relieves the corps commander and staff of detailed planning and operational responsibilities in combat service support and in RAP. Thus, the corps commander and his staff can concentrate on the tactical mission and on long-term planning. The COSCOM commanding general, assisted by his staff, commands and controls his subordinate units in all their activities.

d. *COSCOM Staff.* The COSCOM headquarters staff includes seven general staff sections: personnel; comptroller; civil-military operations (CMO); security plans, operations and intelligence, (SPOI); services; materiel; and, transportation. The headquarters also includes special and personal staff officers including technically-oriented staff personnel who are integrated into the general staff sections, as required.

e. *Methods of Providing Support.* Combat service support is provided by the COSCOM, the combat engineer unit, the signal unit, and the MP unit.

(1) *COSCOM support.* The COSCOM provides combat service support primarily through two types of major subordinate elements: corps-wide service organizations and support groups/brigades.

(a) *Corps-wide services.* The COSCOM health services, personnel and administration, transportation, ammunition, and civil affairs units provide corps-wide services. These organizations are flexible and will be tailored to satisfy requirements of the Corps.

(b) *Support groups.* Support groups are flexible organizations that provide supply, maintenance and field services, on an area basis, to units located in the Corps rear area. Support groups located in the forward portions of the corps rear area also provide general support and back-up direct support to divisional units. All support groups have

attached rear area operations support centers (RAOSC) to plan for and conduct RAP operations in their designated areas of responsibility (chap 3).

(2) *Engineer and signal support.* The engineer and signal units, directly subordinate to the corps headquarters, provide corps-wide engineer and signal services, except communications security (COMSEC).

(3) *Military police support.* The military police group/brigade operates directly subordinate to corps headquarters and provides corps-wide services such as traffic control, control of enemy prisoners of war and civilian internees/detainees, confinement of military personnel, and enforcement of law and order. The MP unit may be assigned directly to the COSCOM.

(4) *Personnel and administration support.* The personnel and administration battalion, subordinate to COSCOM headquarters, provides P&A services on an area basis to all nondivisional units excluding separate brigades. Separate brigades provide their own P&A services.

1-6. Rear Area Protection (RAP)

a. RAP includes all actions taken to counter enemy threats to units and to reduce damage to activities and installations in the rear area. RAP includes those actions taken before, during, and after attacks to avoid or reduce the effects of enemy actions, major accidents, or natural disasters. RAP specifically includes consideration of political actions taken before, during, and after the creation of a threat.

(1) RAP includes the separate and specific actions of rear area security and area damage control.

(2) RAP potential pertains to those elements of combat support and combat service support units designated to perform a secondary mission of RAP.

b. The COSCOM is responsible for RAP activities within the corps rear area (CRA). The CRA extends forward to the division rear boundaries and rearward to the corps rear boundary.

c. The support groups are the assigned COSCOM elements having RAP responsibilities for the corps rear area. Each support group has an attached rear area operations support center (RAOSC), that:

(1) Identifies RAP potential and organizes all forces, plans for their employment, and trains and controls them when activated.

(2) Collects, collates, and disseminates information pertaining to operations in the assigned area.

d. The RAP support centers function under the staff supervision of the S2/S3 of the support group to which they are attached. Overall staff supervision

for RAP activities is exercised by the COSCOM ACoS, Security, Plans, Operations, and Intelligence.

e. FM 31-85 and chapter 13 provide additional details on the RAP concept, organization, and operations.

1-7. Base Defense

Base defense, which employs many of the RAP techniques and procedures, consists of local military measures required to nullify or reduce the effectiveness of enemy attacks on, or sabotage of, a base. FM 31-81 and JCS Pub 2 contain further information on base defense operations.

1-8. Impact of Hostile Use of Nuclear, Biological, and Chemical (NBC) Weapons

a. *General.* The combat service support system described herein is designed to operate under the threat of, or actual use of, nuclear, biological, and chemical (NBC) weapons. The system represents a combination of dispersed units, dispersed stocks, and responsive command structures. Large combat service support installations become prime targets for nuclear attack. The relatively large numbers of personnel needed to operate such installations may also constitute targets for biological or chemical attack. Careful planning keeps the size of combat service support installations to the minimum necessary to permit mission accomplishment. Such planning also includes measures to provide the flexibility necessary to support the tactical forces under any type of attack. FM 3-1 contains detailed information pertaining to the impact of enemy nuclear, biological, and chemical weapons on the combat service support system.

b. *Flexibility.* To provide effective support under the conditions imposed by enemy NBC capabilities, combat service support organizations and systems must be flexible. The flexibility depends on adequate communications and on adequate numbers of properly located and dispersed installations and selective force structuring. Emphasis is on maintaining the flow of supplies rather than on stockpiling supplies. Sufficient amount of essential stocks, however, are maintained near anticipated points of consumption to permit continued operation when normal supply channels are interrupted.

c. *Alternate Channels and Facilities.* Combat service support plans must provide for alternate channels and resources for each type of support. Dispersal of any support element (units, equipment, facilities, installations) will minimize destruction of the capability by one attack. Support elements should be dispersed and duplicated to the degree that enemy capabilities dictate and the resources permit.

d. *Specific Effects on Support Functions.* The threat of such weapons requires provision of appropriate countermeasures in all planning. In addition to immediate casualties and other damage, enemy use of nuclear, biological, or chemical weapons produces specific and far-reaching effects on combat service support functions.

(1) *Supply.* Reducing the vulnerability of supply operations requires dispersion (both in transit and in storage), protective packaging, cover, and rapid relocation. Supplies exposed to contamination are monitored and decontaminated as necessary before use or issue. Class I supplies and water suspected of any form of contamination require special attention.

(2) *Maintenance.* Frequent movement of maintenance units and facilities may be required. However, movement reduces the time available for maintenance and requires the evacuation of more maintenance work to the rear. Using units are responsible for monitoring and decontaminating their equipment to the extent practicable before turning the items in for maintenance. When contaminated equipment or equipment suspected of being contaminated requires maintenance, the maintenance unit inspects and decontaminates it before undertaking its repair.

(3) *Health services.* Large increases in casualties may result from nuclear, biological, or chemical attack and cause great disparities between medical resources and the medical workload. Under such circumstances, medical elements may require additional patient evacuation assistance from other organizations. Medical sorting and triage becomes increasingly important and priorities for treatment and evacuation are established to assure medical care of the greatest benefit to the largest number of personnel.

(4) *Construction.* Protective features are needed in communications facilities, headquarters, and other critically important installations. Many facilities may be damaged and contaminated. In such instances, construction of new facilities may be easier and less time consuming than the decontamination and rehabilitation of damaged facilities.

(5) *Transportation.* Establishment of alternate modes and routes for supplies and for other essential traffic is of great importance. Detours and rerouting, however, will increase mileages and time-length of motor transport elements. The motor transport capability, therefore, may be reduced. Routes and use of the highway net are controlled by COSCOM highway traffic headquarters.

(6) *Personnel and Movements Control.* Enemy employment of nuclear, biological, and chemical weapons increases problems of traffic control,

evacuation of personnel (patients, civilians, enemy prisoners of war, civilian internees/detainees), refugee control, and security of critical installations. Contamination of areas, facilities, and traffic routes

results in confusion and decreased control. It also imposes heavy demands for restricting areas and routes and collecting military personnel for return to their units.



operational control of the headquarters commandant.

(2) Special troops consist of personnel from other units or elements that may be assigned or attached for support of the headquarters (e.g., automatic data processing unit (ADPU), elements of the transportation car company, signal operations company).

i. The Management Information System Officer (MISO) reports directly to the Chief of Staff. He exercises staff responsibility for the automated management information system (MIS) of the command. This includes control of all data processing within the command to include the following functions:

(1) Serves as a member of the ADP working group.

(2) Serves as a single contact point within the staff agency for its functional information systems and related actions.

(3) Provides local command staff level supervision of DA and major command standard systems and local command unique systems within his functional responsibility.

(4) Combines functional and systems expertise to serve as a bridge between functional management and information systems support.

(5) Participates in feasibility determination.

(6) Formulates and validate statements of information requirements.

(7) Controls related regulations, directives and manuals.

(8) Minimizes turbulence caused by changing information requirements.

(9) Exercises operational control over the DPU.

(10) Develops ADP portion of Administration orders, plans, etc.

(11) Is the COSCOM commander's advisor on MIS matters identified in the AR and other publications of the 18-series.

(12) Maintains the AMIS Configuration Management program for the command.

j. The liaison officer, although not a member of the special staff, are required to perform the following functions:

(1) Maintain continuity in the exchange of information and promote cooperation and coordination of effort by personal contact between COSCOM headquarters and their parent unit.

(2) Represent their own commands and commanders.

(3) Keep themselves informed of their own unit's situation and make this information available to the commander and staff of COSCOM.

(4) Make continuing reports on matters within the scope of their mission, keep appropriate records,

and advise the commander of COSCOM on the contents of reports they send back to their own headquarters.

k. Surgeon Section. The COSCOM surgeon provides advice to the commander and his staff and assistance to supported and subordinate unit commanders on health services matters. He is authorized direct access to the COSCOM commander and staff on medical matters of command interest. He develops policies, plans and programs, and exercises staff supervision over health services functions. These include preventive, curative and restorative health measures; health-related research, evacuation of sick and wounded; medical supply and medical equipment maintenance; and medical, dental, and veterinary services. He exercises operational control over support command units providing health services support. He exercises coordination responsibility and maintains liaison with supported and supporting units. The Surgeon Section is organic to the Medical Brigade and it is attached to the COSCOM Headquarters for operations. Resources for staffing this section may be drawn from the assigned medical operating command, if available. However, these resources must be responsive and responsible to the support command commander. A detail description of the surgeon's responsibility is contained in FM 8-10 and FM 101-5.

l. Although the Race Relations/Equal Opportunity (RR/EO) Branch is subordinate to the ACofS, Personnel, the Branch Chief has direct access to the COSCOM commander on RR/EO matters. The RR/EO officer is responsible for the following. He:

(1) Administers the COSCOM race relations and equal opportunity programs.

(2) Advises the commander and staff, and assists subordinate organization commanders on matters pertaining to the programs.

(3) Conducts surveys and analyzes data to determine racial, ethnic, religious and other differences existing within the COSCOM.

(4) Assists commanders in solving problems, develops and conducts education and training programs, designs and conducts seminars and workshops to promote racial harmony. He has direct access to the commander.

2-14. Automatic Data Processing Center

A single automatic data processing center (ADPC) (TOE 29-550) is assigned to the COSCOM headquarters for the purpose of supporting all appropriate combat service support functions. It is directed by a management information systems officer (MISO). The MISO operates under the staff

supervision of the COSCOM Chief of Staff. Personnel assigned to the ADPU operate the automatic data processing center (ADPC) and provide service to the various elements of the headquarters. The MMC, MCC, and Personnel Service Center (PSC) provide guidance to the ADPC on the type and frequency of reports required and instructions and parameters for routine functions and operations. The ADPC then can respond to queries and requests that fall within parameters and instructions provided without involving the functional control center in each action. Basic computer programs used by the ADPC are centrally-developed and maintained standard Army Management Information Systems such as the Standard Army Intermediate Level Supply (SAILS) system, Standard Installation/Division Personnel System (SIDPERS) and Standard Army Maintenance System (SAMS).

2-15. Functional Control Centers

a. General. The COSCOM has two functional control centers: Materiel management and movement control (fig 1-3). Each control center uses the computer capabilities of the ADPC that is assigned to the COSCOM headquarters, and each functions under the supervision of the appropriate coordinating staff. These control centers are the "management centers" for their respective functional areas. Control center personnel perform day-to-day planning for operations, implement policies and plans of the coordinating staff, develop and apply operating procedures, make continuing analysis of operations, and recommend necessary corrective action to the appropriate staff element. They also develop portions of plans and programs, develop requirements, and make management decisions pertaining to daily operations. The centers perform these functions within the parameters of policies, plans, priorities and allocations that the COSCOM coordinating staff provides. The control centers maintain a close day-to-day relationship with the ADPC. Based on automated reports and data provided by the ADPC, these control centers exercise routine management of day-to-day activities. Medical organizations also will

use the computer assigned to the COSCOM for medical logistical management. Matters of a critical or nonroutine nature and those requiring staff guidance or command decisions are referred to the appropriate COSCOM ACofS, who operates on a management-by-exception basis.

Note. Technically, the Personnel Service Center (PSC) in the P&A Bn is a functional control center. However, it is not an entity, but is composed of personnel from the P&A Bn. Also, it has no TOE as do the MMC and MCC. Therefore, it is not considered a control center in the COSCOM. See paragraph 4-4a for additional details on the PSC.

b. MMC. The MMC performs integrated supply and maintenance management, less medical and COMSEC, of all classes of supply and for all maintenance activities for which the COSCOM has jurisdiction and responsibility (fig 2-2).

(1) The MMC (TOE 54-23) functions as an extension of the office of the ACofS, materiel, COSCOM. The MMC consists of materiel management divisions which are aligned with those of the Theater Army Materiel Management Center (TA MMC) and the NICP. The divisions exercise total day-to-day integrated materiel management of assigned commodities.

(2) The MMC is organized with a Materiel Management Center Office, a unit headquarters, a Service Support Division and contains seven materiel management divisions. Five of these divisions (aviation, electronics, armament, missiles, and tank-automotive) coincide with the commodity commands of the CONUS-based Army Materiel Command (AMC). The Troop Support Materiel Division manages supplies under the commodity managership of the Defense Supply Agency and General Services Administration, including subsistence, and general and common materiel. The seventh materiel management division of the MMC is the Petroleum Division. The Service Support Division provides those services of a technical nature, less administration, common to all materiel management divisions. Each division chief is responsible for integrated materiel management of assigned commodities as determined by alignment with CONUS sources of support.

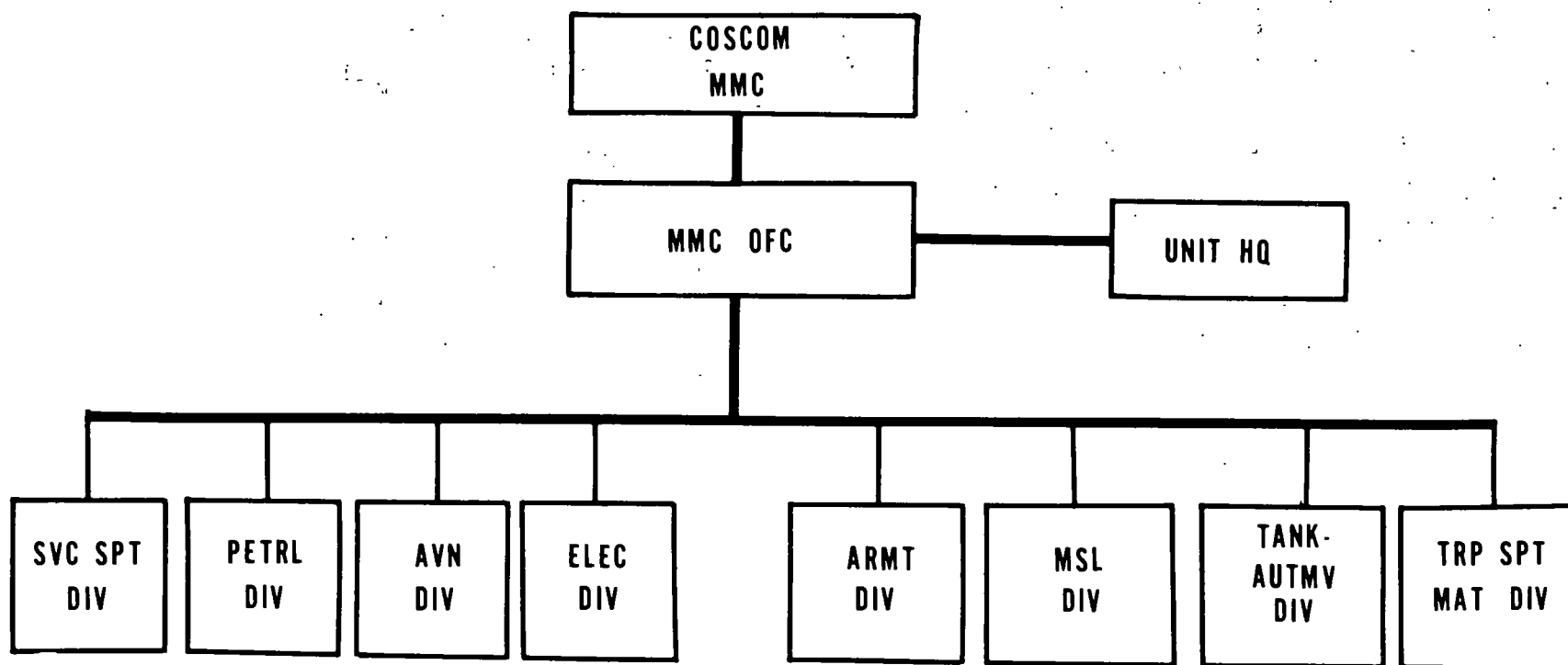


Figure 2-2. COSCOM MMC.

(3) A functional branch breakdown within divisions permits special management of major item supply, maintenance, and repair parts supply. Each peculiar repair parts supply branch of a division has a common repair parts supply expeditor, who insures close coordination with the common repair parts supply branch of the materiel division. Individuals from the functional branches can be designated as a management team to combine supply, maintenance, and repair parts expertise for intensive management of a designated critical item.

(4) The MMC performs these functions:

(a) Directs storage and distribution.

(b) Receives and processes requisitions from supported commands and other designated forces and activities, and either passes requisitions to the CONUS wholesale level or directs issue from available stocks.

(c) Reviews and analyzes demands and computations of corps requirements for supplies, equipment, and maintenance support.

(d) Evaluates the workload and capabilities of supply and maintenance units and cross-level workloads or resources to achieve compatibility and maximum efficiency.

(e) Coordinates materiel maintenance priorities.

(f) Collects, sorts, and analyzes supply and maintenance data.

(g) Provides the ACofS, materiel, and the LRO, COSCOM, information on which to base studies, plans, procedures, directives, policies, estimates and other command actions.

(h) Initiates, within policies and directives of the COSCOM headquarters, actions to fulfill supply and maintenance requirements by (1) requisitioning on the theater army MMC for TA critical items and the NICP's at national level for all others, (2) local procurement, and, (3) redistributing supplies and maintenance assets.

(i) Approves, within established policies, additions to, or deletions from, stockage lists and adjustments to requisitioning objectives.

(j) Determines effects of new or modified supply and maintenance regulations and directives on the materiel management system.

(k) Coordinates, within policies and directives of the COSCOM headquarters, repair of materiel to support the supply system. Identifies

and programs specific lines to specific activities for repair and return to supply.

(l) Provides personnel to make up the corps special ammunition logistical element (SALE).

(m) Provides exception data and reports and information on existing or potential problems to the ACofS, materiel, for resolution, guidance, or command decision.

(n) Provides guidance, through established command and staff channels, to subordinate maintenance units and supported commands on maintenance and evacuation priorities, procedures, and standards.

(o) Directs, in coordination with ACofS, materiel, controlled cannibalization of salvage/unserviceable equipment.

(p) Performs other materiel management tasks as directed by the ACofS, materiel, COSCOM. See paragraph 8-22 for additional details on the MMC.

c. *MCC*. Chapter 7 contains a detailed discussion of the operations and functions of an MCC.

2-16. Explosive Ordnance Disposal Center (EODC)

EOD service is provided the combat zone by control and disposal detachments. This service will be consistent with the policies and procedures of the assistant chief of staff (ACofS), security, plans, operations, and intelligence COSCOM. EOD service is requested through rear area protection (RAP) channels. The requirements are placed on the EOD control detachment, which, in turn, directs the appropriate disposal detachment to take necessary action. If necessary, priorities will be established in accordance with the policies of the ACofS, security, plans, operations, and intelligence (para 9-19, 9-20).

2-17. EOD Detachment (TOE 9-520)

a. *Function*. This detachment is responsible for:

(1) Performing final reconnaissance identification, rendering safe, recovery, evaluation, and disposal of US and foreign-unexploded ordnance.

(2) Disposing of ammunition rendered hazardous by damage or deterioration.

(3) Providing technical assistance.

b. *Assignment*. This detachment is under the control of detachment KB on the basis of five detachments per one detachment GB per corps or one detachment GA per 30,000 troops, whichever is the larger allocation.

CHAPTER 3

SUPPORT GROUP

3-1. General

Subordinate to the COSCOM are the Corps Support Groups responsible for the maintenance, supply support and field services for the corps and its divisions. The group provides general support to divisions and separate brigades and direct and general support to nondivisional units. The Corps Support Group is organized functionally as shown in figure 6-1.

a. Support operations, organization, and capabilities are composites of the combat service support activities performed by the separately organized units which may be assigned. These units are described below. In general, each of the several headquarters, detachments, companies, and cellular organizations are designed to perform a given workload in specific areas of combat service support. They are organized on a "building block" principle and normally are self-sufficient as separate TOE units. These separate units, or subelements, with proper adjustment to insure self-sufficiency, can be utilized to support forces of less-than-division size. Battalion, group, and brigade headquarters are added as the support force increases. All units also can be adjusted in size by reducing manning levels within TOE to ninety or eighty percent of full strength authorization. When a change is experienced in composition or terrain alignment of units supported, a corresponding change shall be made in the combat service support organization using the foregoing principles. The building block principle represents the general approach to be used by the troop planner in developing any combat service support troop list.

b. The Corps Support Groups include a petroleum supply capability, separate direct and general support equipment maintenance units, and two or more Supply and Service Battalions. A representative five-division corps might have three support groups; two in the forward area and one to the rear.

c. The corps maintenance capability is provided by Direct and General Support Maintenance Battalions, normally three of each per Group. The battalions are organized to support all types of combat equipment, to include wheeled and tracked vehicles, artillery, communications, equipment, power generators, weapons and army aircraft. The

number of units attached to battalions vary with the types and quantities of equipment to be supported.

d. Direct Support Maintenance Battalions normally are assigned an area support mission and provide maintenance service to the units located within its assigned area. The combat divisions in the corps have an organic maintenance direct support capability and receive backup support from the group's maintenance battalions.

e. The support group located in the corps rear area has a separate general support aircraft maintenance battalion to provide for the overflow from the forward aircraft maintenance units.

f. The S & S Battalion is responsible for a broad range of supply and field services support. Supply activities include receipt, storage and issue of all classes of supply except class V (ammunition) and class VIII (medical materiel). Field services support includes laundry, bath, clothing exchange, bakery, clothing renovation, salvage and post exchange sales, and provision of general duty labor. The battalion is a flexible organization combining the types of direct and general supply support units required for accomplishing the support mission.

g. See chapter 8 for details of the Petroleum Supply Battalion (8-5c, 8-5e, 8-8d).

3-2. Support Group Headquarters

a. Missions and Functions.

(1) *Mission.* The support group headquarters commands, controls, and supervises assigned or attached units employed for the provision of supply, maintenance and field services to specified forces.

(2) *Functions.* Support group headquarters:

(a) Commands and controls assigned and attached units. It exercises technical supervision over mission operations of subordinate units within parameters established by the COSCOM. It does not exercise those management functions performed by the MMC.

(b) Develops and supervises the execution of implementing plans to carry out assigned missions.

(c) Coordinates rear area security and area damage control activities of subordinate units.

b. Organization. Figure 3-1 shows the organization of a support group headquarters.

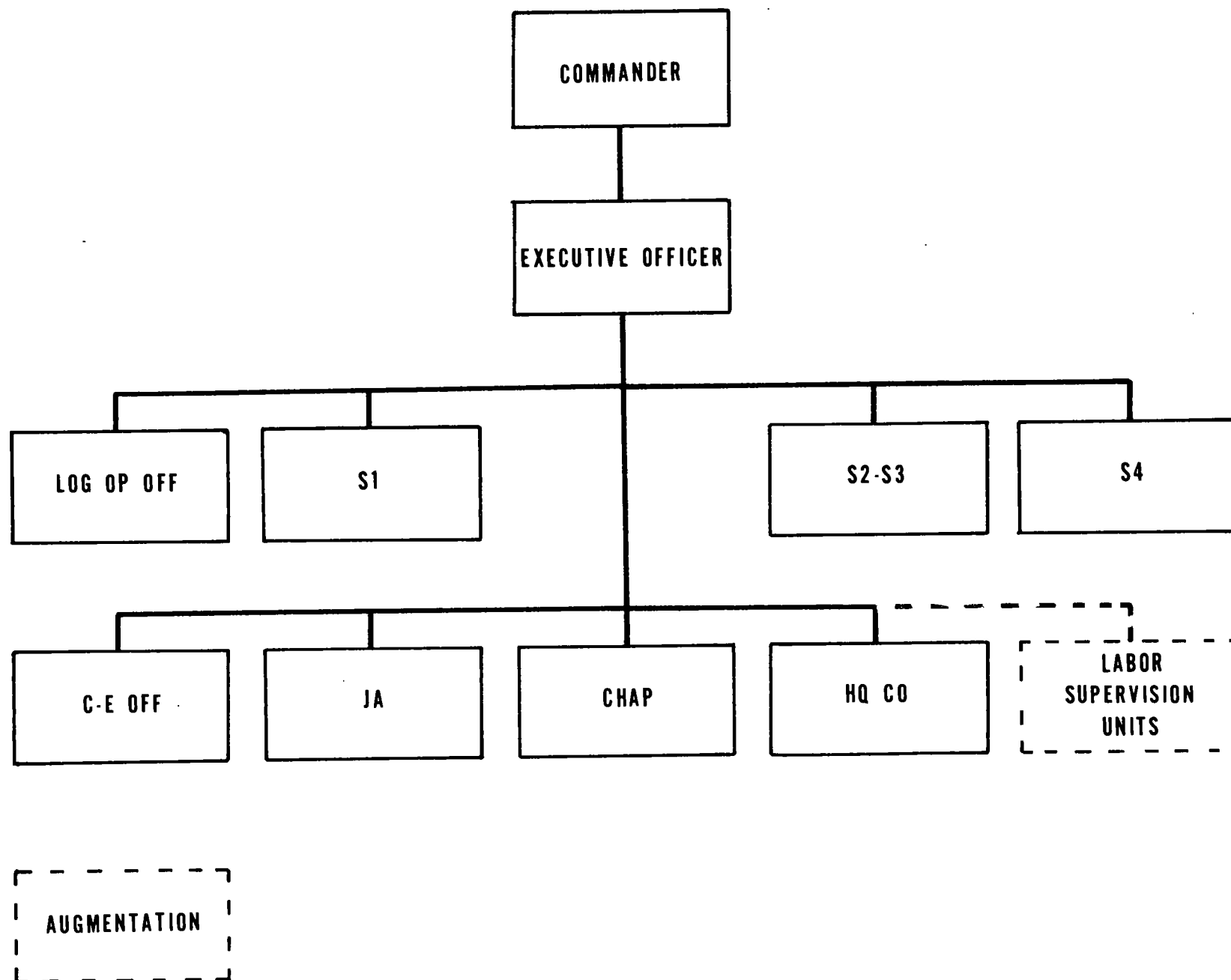


Figure 3-1. Support group headquarters.

c. *Assignment.* The normal assignment of the support group to COSCOM is on the basis of two or more per corps.

d. *Capabilities.* The support group headquarters commands and supervises those units that provide supply, maintenance, and field services support.

e. *Command Relationships.*

(1) *With COSCOM headquarters.* Normal staff relationships exist within areas of assigned interest.

(2) *Internal.* Normal coordination exists within particular spheres of interest.

(3) *With subordinate units.* Normal staff supervisory staff relationships exist within areas of assigned interest. Formal directives will be through command channels; informal liaison within spheres of interest may be direct.

3-3. Operational Concepts

a. *Operations.* Support group headquarters:

(1) Engages primarily in supervising the accomplishment of assigned missions and tasks by its subordinate units.

(2) Coordinates activities among the subordinate units within the scope of its authority and also coordinates the use of resources and requirements for outside support.

(3) Assigns available operating locations and facilities.

(4) Directs the development of rear area security plans and coordinates these with adjacent tactical headquarters through operation channels.

(5) Exercises technical supervision over designated mission operations of subordinate units within parameters that COSCOM headquarters establishes.

(6) Except as indicated above, does not exercise those management functions that the functional control centers at COSCOM headquarters perform.

(7) Has no requirement for the functional-type coordinating staff found at COSCOM headquarters. A standard unit staff is adequate for support group headquarters.

b. *The Group Commander.* He is responsible to the COSCOM commander for command and control of a multi-functional task organization which is tailored to meet specific support requirements. It is a major subordinate element of the Corps Support Command. (When the corps is small, and if the COSCOM span of control is not over-extended, there may not be a support group headquarters. Then, the support unit commanders may report directly to one of the ACofS's on the COSCOM staff.)

c. *The Executive Officer.* The XO performs duties as assigned by the commander.

d. *Logistics Operations Officer.* Plans and exercises technical supervision over performance of

logistics missions assigned to subordinate battalions.

e. *S1.* The S1, adjutant, performs in general, the functions of the secretary of the general staff, the personnel officer, and the commander's personal staff, and such duties as may pertain in adjutant general (AG), inspector general (IG), discipline, law and order and recreation services functions. He provides internal administrative services for the headquarters. The S1 also coordinates headquarters personnel services and support requirements with the COSCOM personnel and administration battalion. He analyzes personnel management data received from the personnel and administration battalion and recommends appropriate actions to the group commander. The S1 insures adequacy of recreation services and postal support to the group.

f. The S2/S3 performs duties related to the functions of intelligence, operation plans and orders excluding technical operations which are the responsibility of the Logistics Operations Officer, training, RAP, and displacement.

g. The S4 performs, in general, the duties of the logistics officer including supply, maintenance, acquisition, and assignment of facilities and locations, field services, and transportation. Firefighting and repairs and utilities are also his responsibilities when applicable teams are attached.

h. *Communications-Electronics Officer.* The C-E Officer provides advice and assistance to the group commander, the headquarters staff and to subordinate unit commanders on matters pertaining to communications systems. He coordinates the communications systems organic to the Headquarters Company and subordinate elements of the group and provides technical and staff assistance to subordinate elements. He effects coordination with area communications elements to insure efficient communications within the group and with attached and supported units.

i. *Judge Advocate.* The Judge Advocate provides legal advice to the group commander and staff and subordinate unit commanders, and exercises staff supervision to insure orderly disposition of special court-martial cases.

j. *Chaplain.* The Chaplain section provides chaplain support for the group headquarters and attached subordinate elements not having assigned chaplains. This section also provides assistance in religious coverage to attached subordinate battalions having assigned chaplains. This section provides technical supervision, staff coordination, and professional assistance through command channels for all chaplains assigned to subordinate units of the group.

k. Headquarters Company.

(1) The company headquarters is responsible for unit level administrative and internal support functions such as operating the unit mess, motor and supply elements organic to the company headquarters; internal physical security of the headquarters and its area(s) of assigned responsibilities (guard details); fatigue and other details as required in support of the group headquarters. The company, with the technical advice of the group staff communications-electronics officer, is responsible for the operations of the communications platoon. The company commander commands the enlisted complement and may perform the duties of a headquarters commandant when other elements are attached in support of the headquarters.

(2) The group headquarters company has an organic communications capability. From a communications standpoint this gives the group a higher degree of autonomy and enables the group to

displace more readily in support of operations. The signal platoon provides 24-hour operation of teletype and telephone communications between group headquarters and subordinate headquarters; and, operates a combined communications/administrative message center.

l. Labor Supervision (Augmentation). Labor supervision units may be attached to support groups, and may further be attached to Supply and Service Battalions. They provide command, administration, and labor supervision of non-US labor elements. Employment of these units in corps support brigades will depend upon the feasibility of such labor utilization in forward areas. Employment in the area service area is feasible under certain conditions.

Additional information regarding the support group may be found in TOE 29-102.

CHAPTER 6

MAINTENANCE SERVICES

Section I. MAINTENANCE MANAGEMENT

6-1. General

The COSCOM is structured to support varying combat, combat support, and combat service support elements of the force. The theater army commander will attach combat service support units to the COSCOM from theater army resources, including TAHQ and other COSCOM's, in order to effectively support the theater commander's operational plans and in response to those plans as they change. Combat service support units will not always be moved laterally from one COSCOM to another to coincide with the redistribution of tactical units. Actual movement will be minimized. Support may be realigned by providing "out of zone support." When movement is necessary because of distance or other considerations, the combat service support unit is located where it can best do its job.

a. Maintenance direct support (DS) and general support (GS) battalions accomplish maintenance support within the corps support boundaries. The mission does not include support of airdrop equipment or equipment maintained by the Medical Supply, Optical and Maintenance (MEDSOM) unit

(field) and ammunition groups of the COSCOM. The maintenance support for these items of equipment is provided by appropriate TOE organizations located in the COMMZ. These maintenance battalions, containing a variable number of maintenance support units in accordance with workload requirements, are attached to support groups of the COSCOM as required, except the missile support companies which may be assigned to the maintenance battalion at the discretion of the COSCOM commander. Figure 6-1 depicts a representative COSCOM support group.

b. All DS maintenance battalions within the COSCOM provide DS maintenance and organizational repair parts supply to equipment users on an area or assigned basis and back-up DS to divisional maintenance units. GS maintenance battalions provide maintenance support (except for the transportation aircraft GS maintenance battalion); however, these battalions do not provide repair parts supply. They function, primarily, to perform maintenance on unserviceable components/items in support of the supply system.

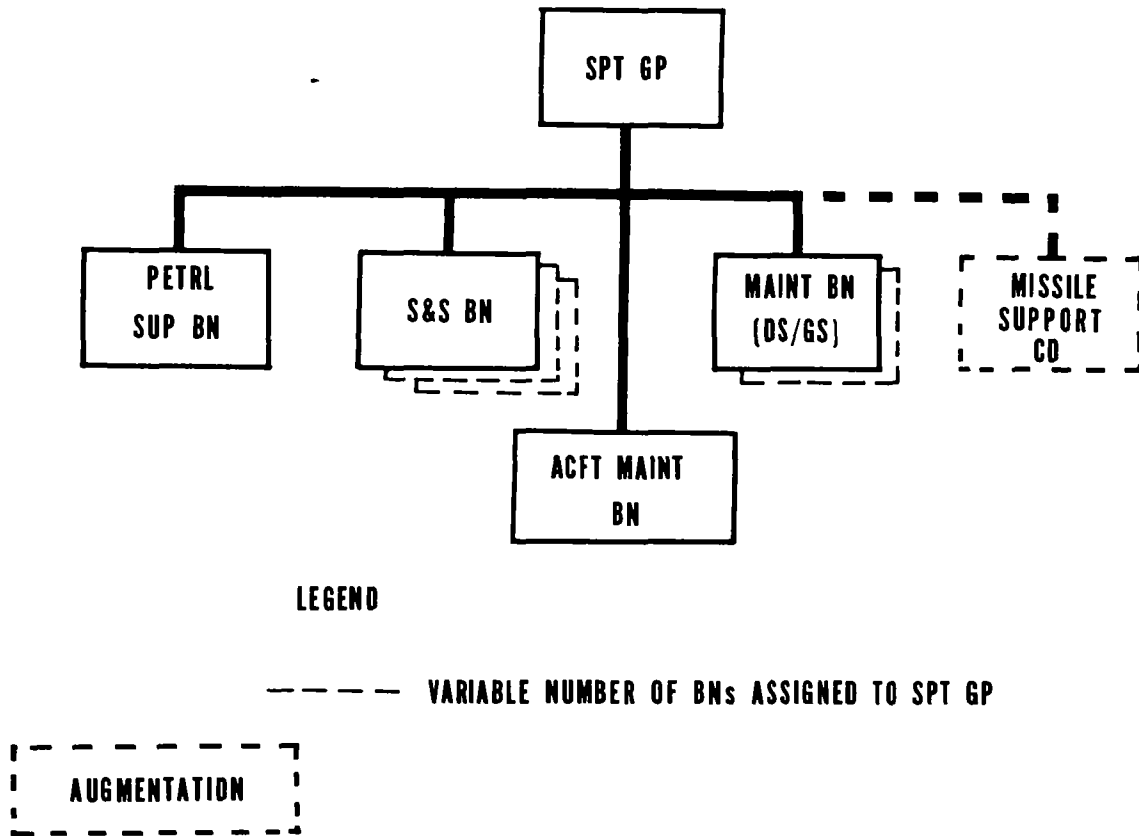


Figure 6-1. Representative support group.

c. In the support group located in the rear portion of the CRA only, aircraft DS/GS maintenance can be provided by transportation aircraft maintenance DS/GS battalions. In the forward portion of the CRA, aircraft maintenance is provided by transportation aircraft maintenance GS companies attached to DS/GS maintenance battalions.

d. Medical equipment maintenance for corps units beyond the capability of organic medical maintenance personnel is accomplished either by the MEDSOM unit (field) or a medical unit designated by the COSCOM medical brigade.

6-2. Maintenance Management

a. The assistant chief of staff (ACofS), materiel, of the corps support command, has staff responsibility for management of DS and GS maintenance efforts. He is assisted in this effort by the MMC. The ACofS, materiel, staff functions primarily on the principle of management by exception. The MMC reports those actions that cannot be resolved routinely to the ACofS, materiel, for resolution. Routine day-to-day maintenance management activities are accomplished by the MMC in accordance with guidance and direction furnished by the ACofS, materiel.

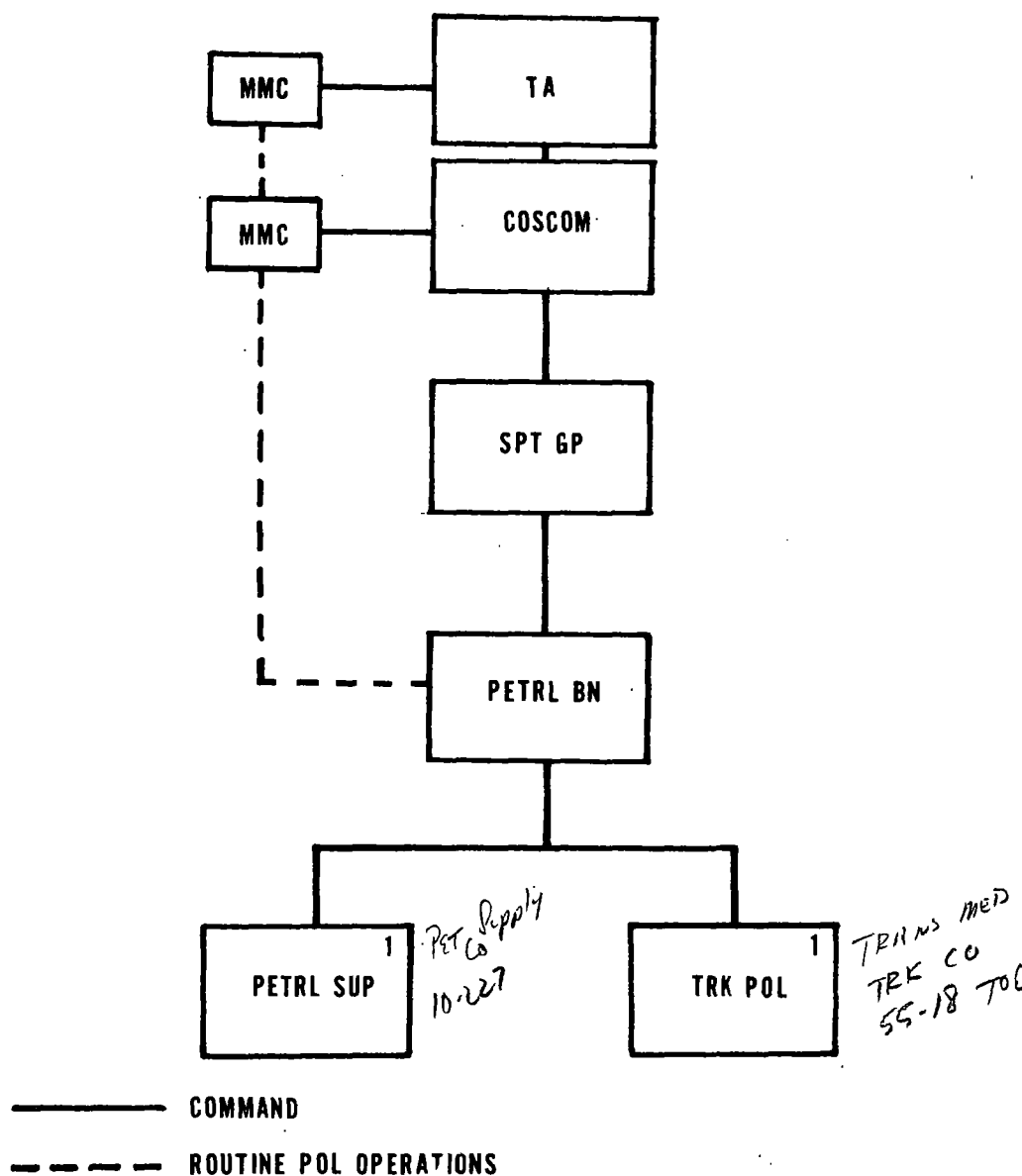
b. Maintenance and materiel status data are collected and analyzed by the MMC. Such data are used by the MMC in its maintenance management functions and to provide the data and information required by the ACofS, materiel staff section, other staff elements, the commander, major supported headquarters, and subordinate units. For the most part, data are in a summarized format and are provided by the supporting automatic data processing center (ADPC). Such summarized data serve as a significant management tool on which to base decisions and to provide information on maintenance status and performance. They also provide a means for the efficient and economical management of maintenance, for determining the materiel readiness status of the command, and for forecasting maintenance requirements. In general, data required for maintenance management are of the following types:

(1) *Current*. These include density, status, and factor data which are retained and updated periodically, e.g., modification work order control and equipment improvement recommendation summaries.

(2) *Historical*. These include performance data

petroleum is exercised by COSCOM, (fig 8-7). The COSCOM MMC is a decisionmaking organization that receives requirements, in the form of forecasts for petroleum from DS units. In normal operations the DS unit submits forecasts, and requests through

the MMC which monitors the automatic resupply procedures. If conditions require that the resupply must be allocated, the COSCOM MMC will effect materiel release orders to the petroleum supply battalion prior to shipment of fuel to the DS units.



1. Number Units As Required.

Figure 8-6. Organization for supply and distribution of bulk petroleum.

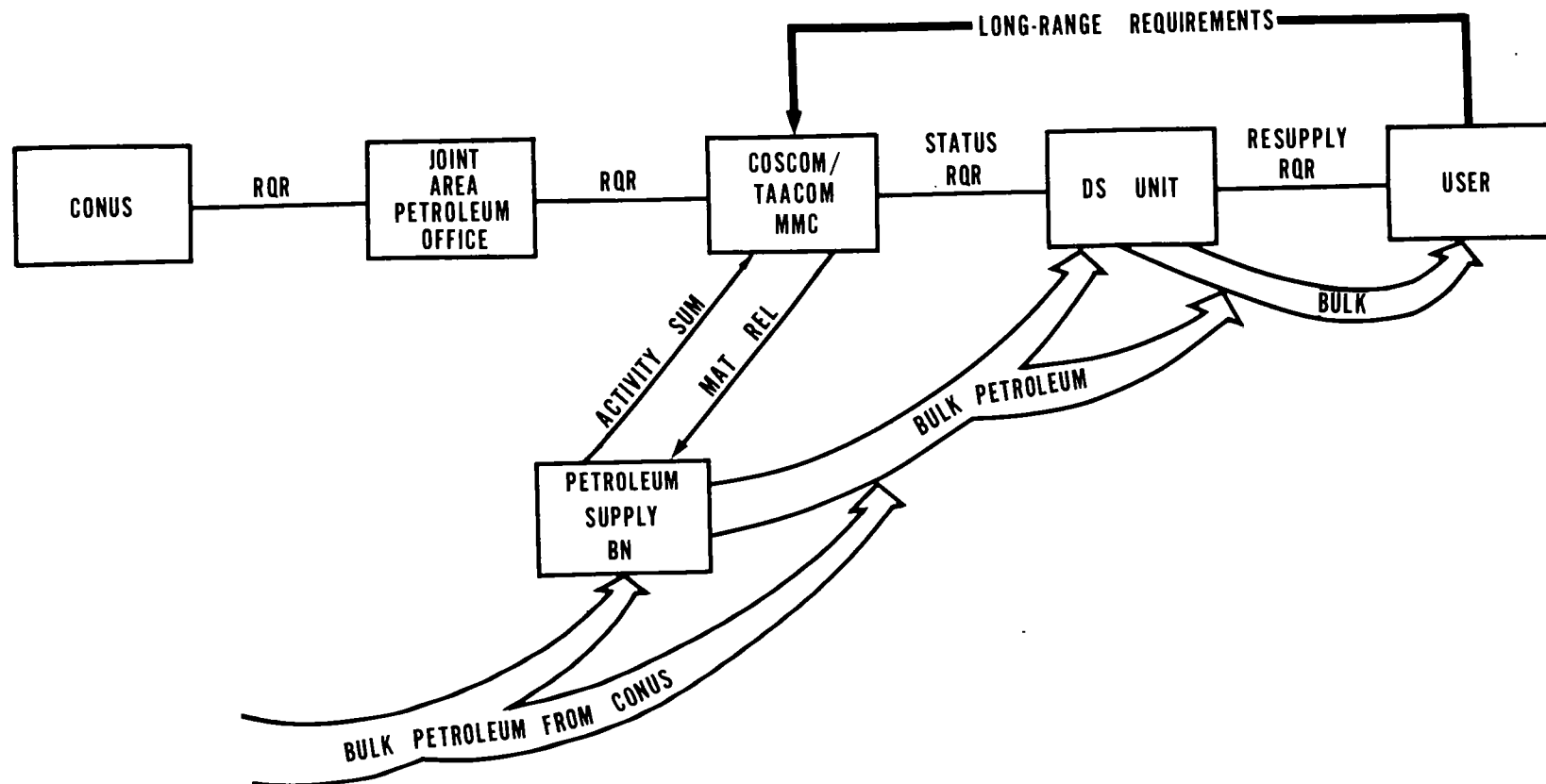


Figure 8-7. Bulk petroleum flow.

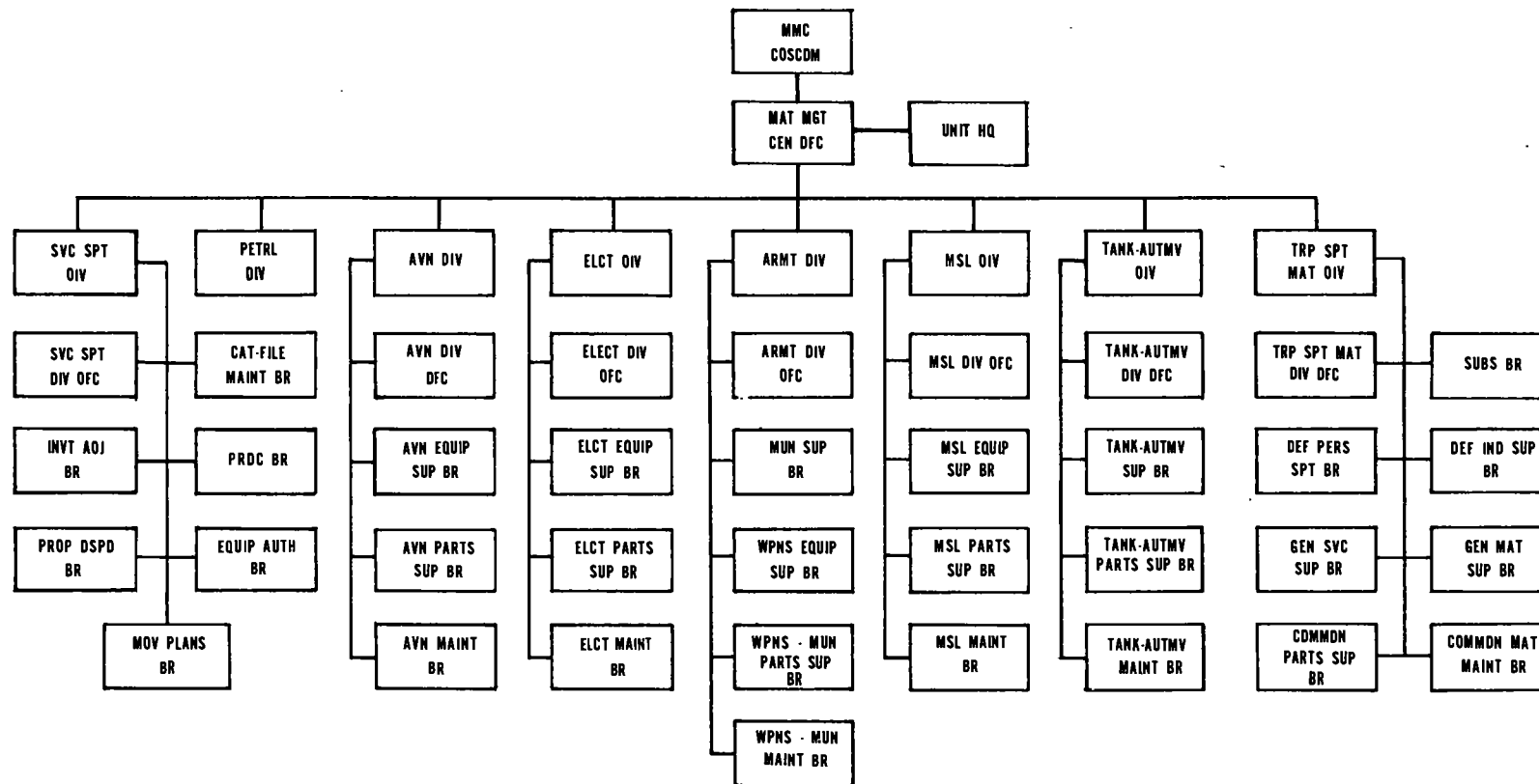


Figure 8-8. Materiel management center, corps support command.

b. Normally, the MMC is assigned to the corps and allocated to the HHC, COSCOM TOE 54-22.

c. At Level I, the MMC can perform the following:

(1) Direct the operations of all supply and maintenance units under jurisdiction of the corps.

(2) Receive and process requisitions from supported commands and other designated forces and activities.

(3) Review and analyze demands and compute corps or independent force requirements for supplies, equipment and maintenance support, less maps, medical, and COMSEC.

(4) Evaluate the workload and capabilities of supported supply and maintenance units, and cross-level workload or resources to achieve compatibility and maximum efficiency.

(5) Develop and publish materiel maintenance priorities and monitor maintenance performance to insure adherence to established priorities.

(6) Collect, sort, analyze, and act upon supply and maintenance requirements.

(7) Serve as the MMC for the corps and provide data and reports required by host headquarters.

(8) Implement plans, procedures and programs for materiel management systems, to include the Army Maintenance Management System.

(9) Approve additions to or deletions from

corps or independent force stockage lists and adjustments to requisitioning objectives.

(10) Develop and publish guidance on DX operations at the DS and GS levels.

(11) Provide instructions to and monitor performance of the supporting ADPC to assure proper functioning of the automated materiel management and reporting system and the timely production of reports and data required by the system.

(12) Determine effects of new or modified supply directives on the materiel management systems.

(13) Operate on a 24-hour basis.

(14) Provide direct requisitioning upon appropriate CONUS wholesale NICP for all items less those designated critical within theater. For those items, requisitions are directed to TA MMC.

8-23. HHC, Supply and Service Battalion (TOE 29-146) (Fig 8-9)

a. This company provides command, administrative, and technical supervisions for attached DS and GS supply and service units.

b. It is assigned on the basis of one per two to five operating companies in a COSCOM, independent corps force, or COMMZ.

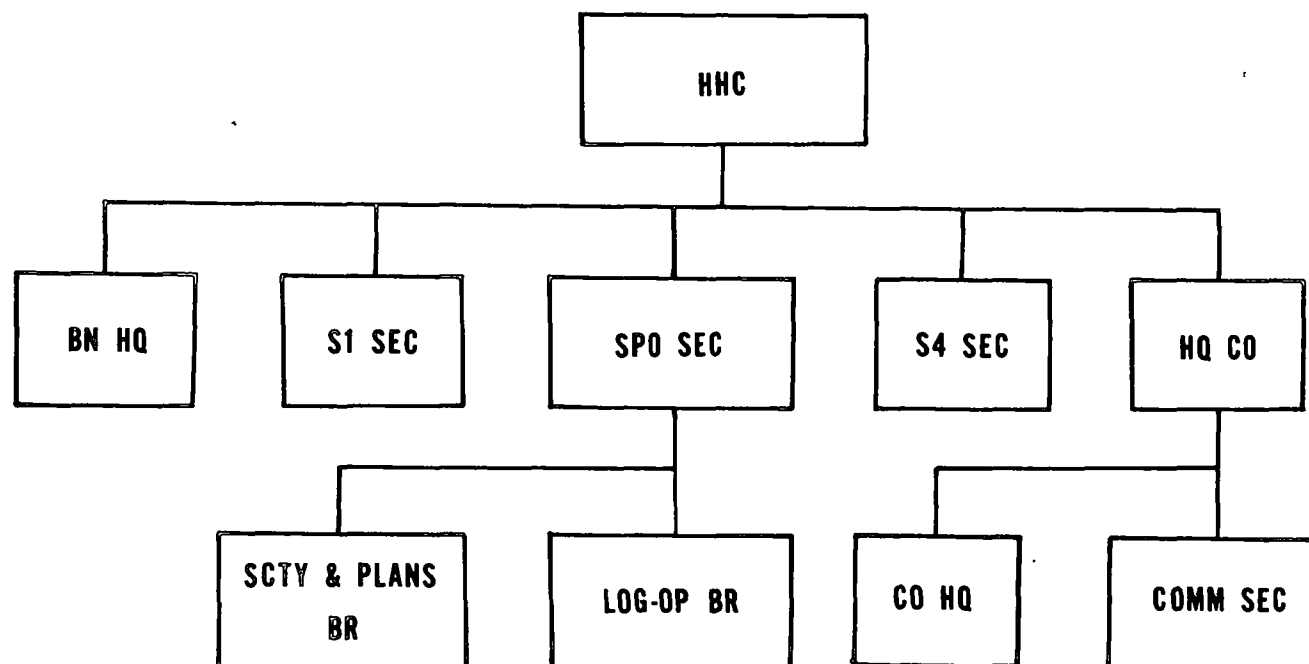


Figure 8-9. HHC, supply and service battalion.

8-24. General Supply GS Company (TOE 29-118) (Fig 8-10)

a. This company establishes and operates a

general supply facility for the receipt, storage, and issue of general supplies, except those supplies associated with medical and cryptographic func-

(b) Local delivery (two trips)—46,500 gallons.

(5) Provide graves registration (collection, evacuation, and identification) services.

(6) Provide, operating two 10-hour shifts per day, field laundry service for approximately 8,000 nondivisional troops based on a support requirement of 6 pounds per man per week. It can maintain prescribed stocks of clothing for issue on an emergency basis to replace contaminated clothing.

(7) Provide bath and clothing exchange service.

(8) Provide renovation service for clothing and lightweight (launderable) textiles.

(9) Provide, operating on a single shift basis, fresh bread based on a bread ration of 0.5 pound per man per day.

(10) Maintain prescribed reserves of supplies for which the unit is responsible.

8-31. HHC Petroleum Supply Battalion (TOE 10-226) (Fig 8-18)

a. This company commands, controls, and supervises the operations of attached petroleum units (both storage and distribution) that operate and maintain storage facilities and provide for wholesale distribution of petroleum products.

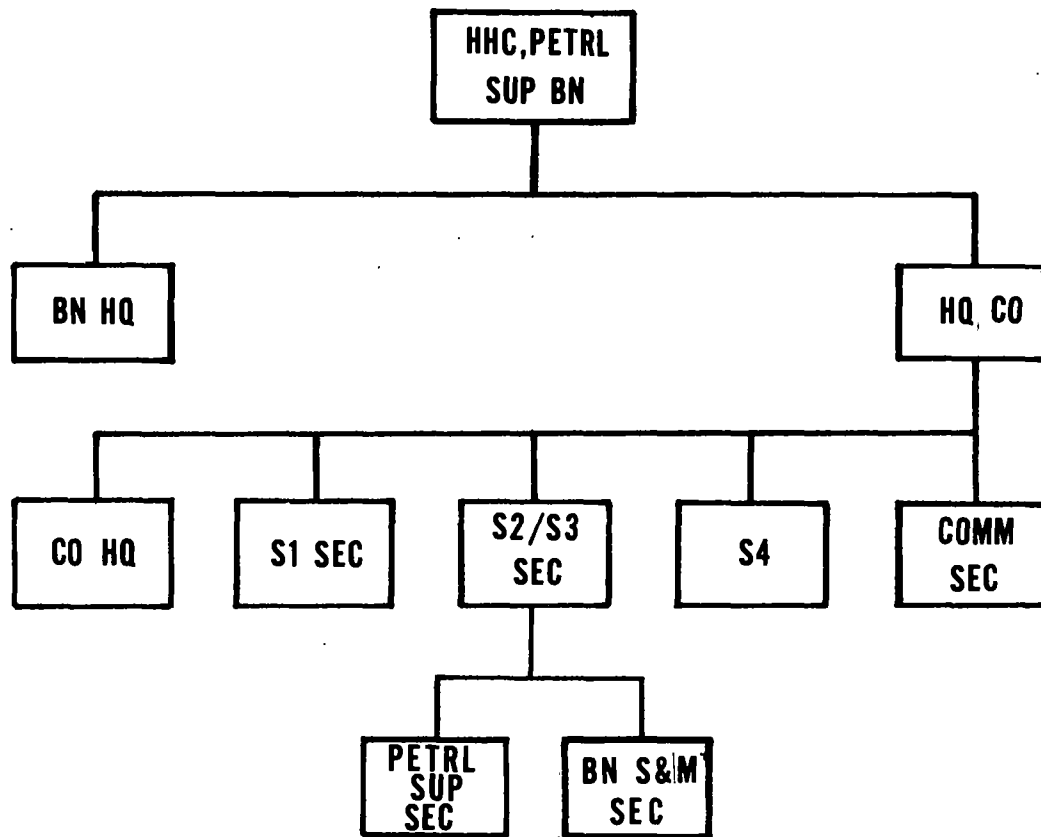


Figure 8-18. HHC, petroleum supply battalion.

b. It is assigned in COSCOM to support groups on the basis of one per support group.

c. This company can:

(1) Maintain operational control of attached petroleum supply companies and transportation medium truck companies (petroleum).

(2) Provide for the distribution of petroleum products to class III supply installation (DS units and divisions) in the corps.

(3) Maintain a prescribed portion of the corps petroleum stockage through its attached units.

8-32. Petroleum Supply Company (TOE 10-227) (Fig 8-19)

a. This company provides and operates petroleum storage facilities for the wholesale transfer operations to DISCOM's and DS petroleum supply platoons of the supply and service companies. The company lays, operates, and retrieves petroleum hoses, as required, and maintains a prescribed portion of the corps bulk petroleum stocks.

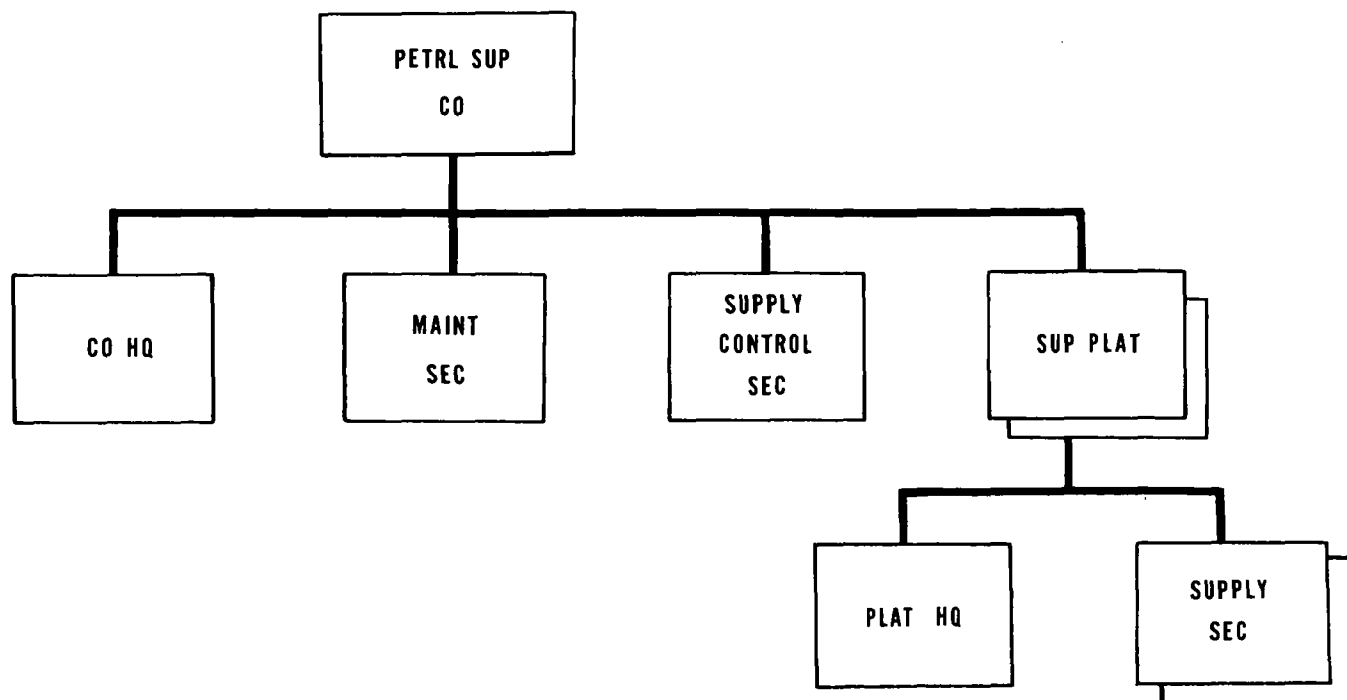


Figure 8-19. Petroleum supply company.

b. It is assigned in COSCOM to support groups and is normally attached to HHC, Petroleum Supply Battalion, on the basis of its capabilities.

c. This company can:

(1) Provide and operate collapsible bulk petroleum storage facilities.

(2) Conduct bulk transfer and break-bulk operations for further distribution of petroleum, as required.

(3) Lay up to 22 kilometers (13.5 miles) of hoseline per day, operate, and retrieve 6 kilometers (3.7 miles) simultaneously over rolling terrain.

(4) Maintain a prescribed portion of the corps bulk petroleum stocks.

(5) Operate limited mobile filling station service.

(6) Operate organic bulk storage, as shown in table 8-1, and handling equipment.

(7) Establish and operate supply points at a maximum of four different locations.

(8) Operate on a 24-hour basis.

d. Each supply platoon can operate independently when provided administration, food service facilities, and organizational supply and motor maintenance support.

8-33. Transportation Medium Truck Company (TOE 55-18) (Fig 8-20)

a. This company provides transportation for the movement of bulk petroleum products by motor transport.

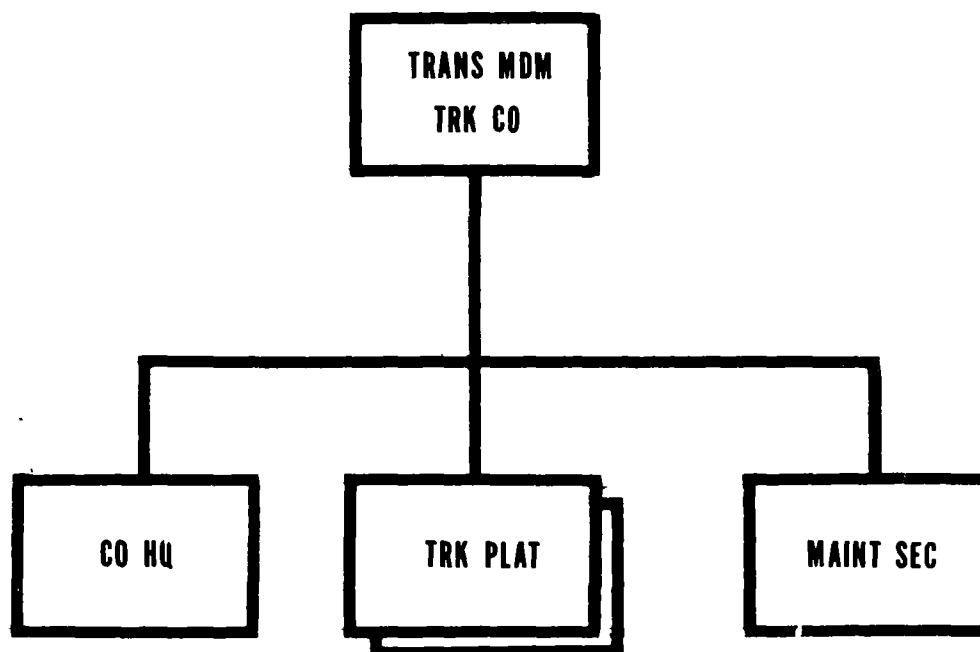


Figure 8-20. Transportation medium truck company.

b. It is assigned in COSCOM to support group and is normally attached to HHC, Petroleum Supply Battalion, on the basis of three per battalion.

c. This company can:

(1) Perform local hauls (four round trips per day): 900,000 gallons.

(2) Perform line hauls (two round trips per day): 450,000 gallons.

8-34. Sales Detachments

Sales detachments, consisting of TOE 10-500E teams, are attached to a supply and service battalion, as required.

Table 8-1. Storage Capability (gallons).

Collapsible tanks	Company	Platoon	Section
50,000 gallon	800,000	400,000	200,000
10,000 gallon	<u>240,000</u>	<u>120,000</u>	<u>60,000</u>
Total	1,040,000	520,000	260,000



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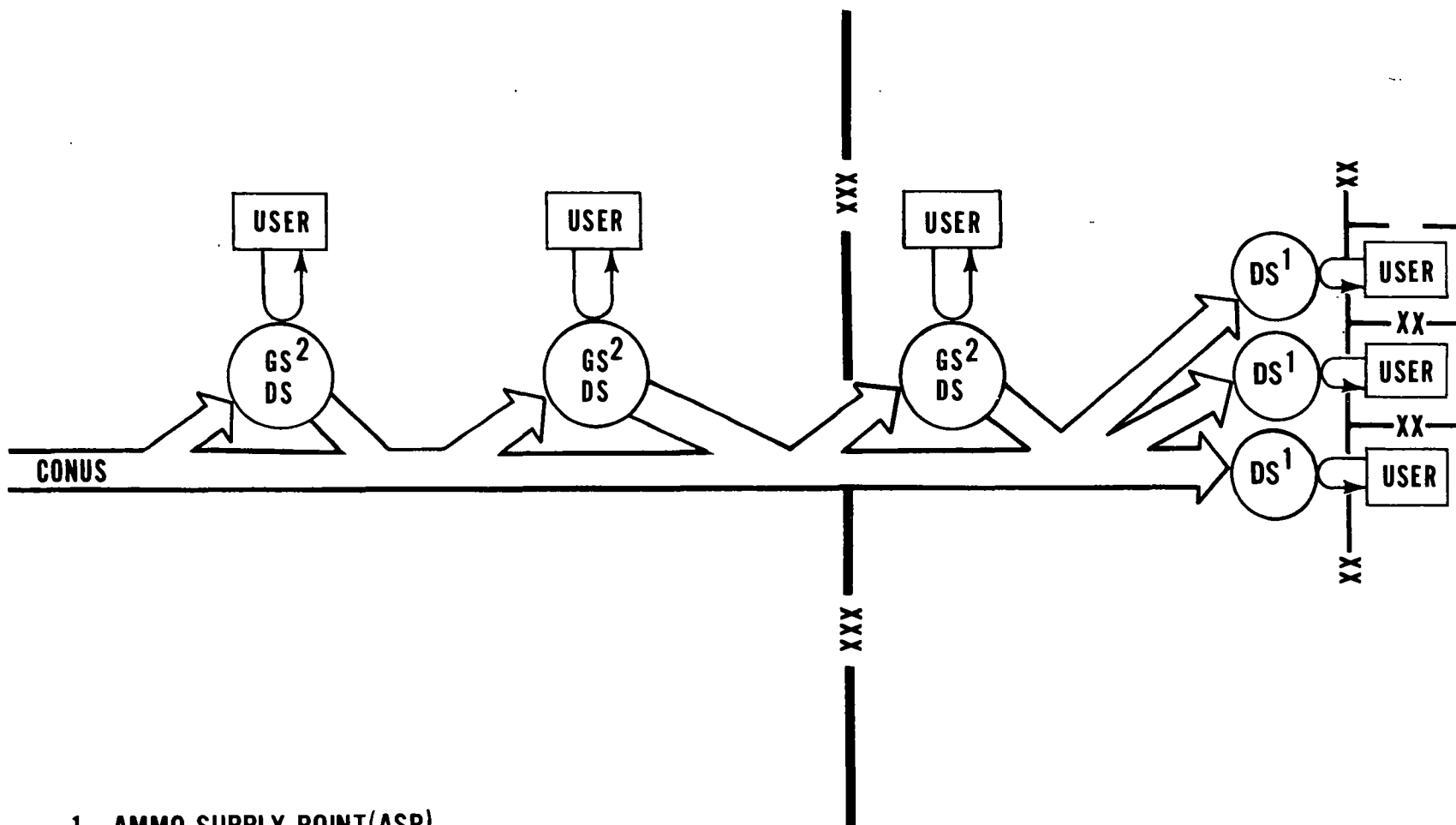


Figure 9-2. Flow of conventional ammunition and high density guided missiles.

c. Shipment of Special Ammunition.

(1) The decision to supply corps-allocated special ammunition is determined according to logistic requirements by the corps SALE. The corps SALE expedites the needs of the corps commander and informs the corps support command MMC. The MMC, in turn, directs the appropriate SASP or SASA to make the requested issue. The corps SALE is kept informed of issues by the support command MMC.

(2) The resupply of corps-allocated special

ammunition stored at TA special ammunition units will be routed as shown in figure 9-3. The flow begins when the corps commander gives an affirmative decision to the corps SALE. The corps SALE places the supply request on the TA MMC. The TA MMC directs the appropriate special ammunition units to ship the item or items forward to the DS/GS activity or DS supply point as designated by the corps SALE. Coordination between the TA and the corps SALE is continuous.

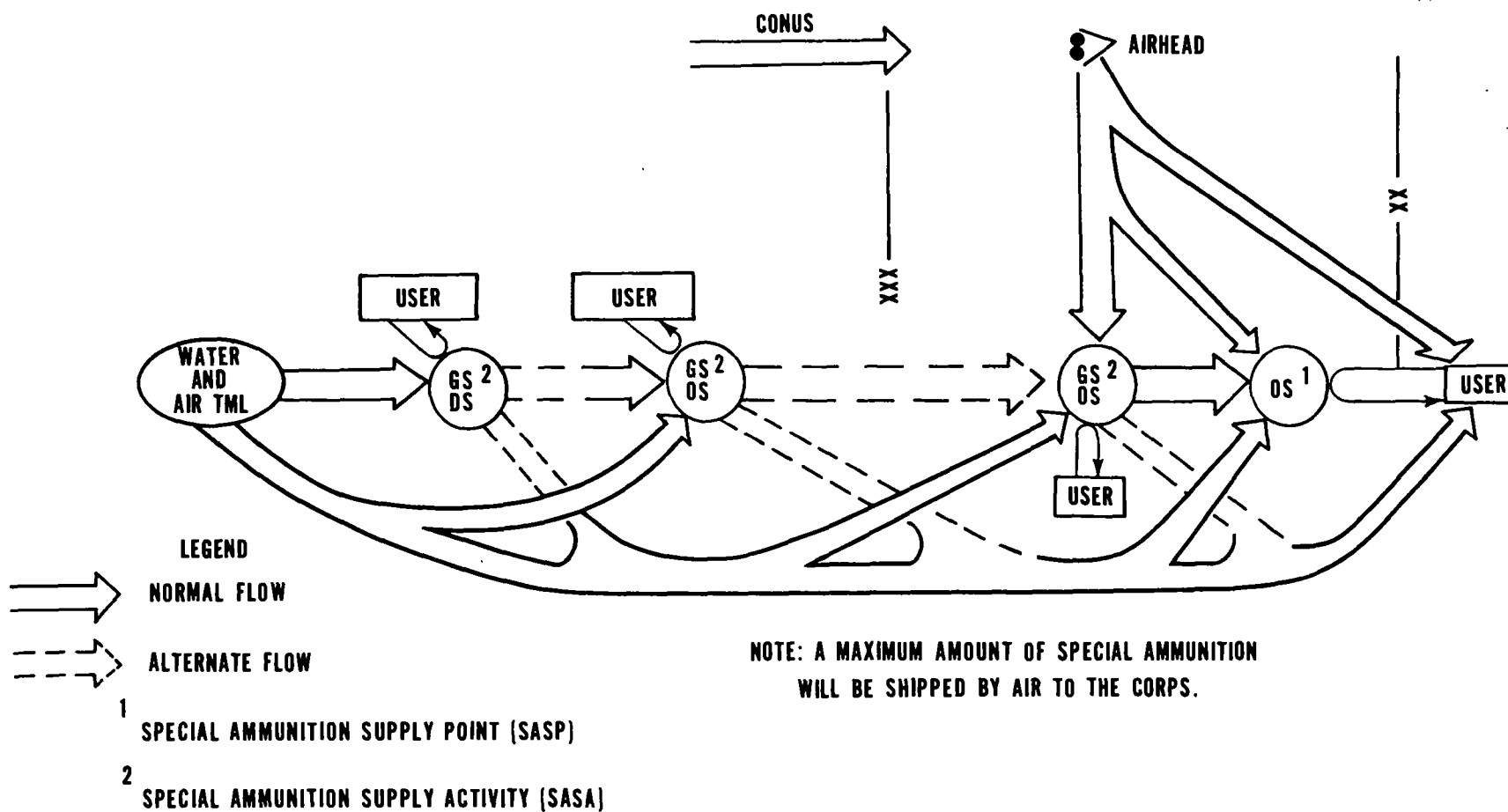


Figure 9-3. Flow of special ammunition, low density guided missiles, and special ammunition-peculiar repair parts.

d. Throughput Ammunition.

(1) *Conventional ammunition.* The throughput distribution of conventional ammunition is depicted in figure 9-2. The distribution to each corps is subject to change with each mission assigned to corps. The corps commander allocates conventional ammunition based on main and secondary tactical missions. The efficiency of throughput of conventional ammunition per corps depends on the ability of the movement control centers (MCC) and MMC to maintain in-transit control to insure that ammunition is routed or rerouted to meet tactical changes. Conventional ammunition is shipped through a scheduled supply system to insure that requisite quantities by type are available. Conventional ammunition normally is assembled in palletized or containerized loads in CONUS for distribution to the DS level in the combat zone. Pallets must be compatible with theater lift and handling capability. Loads of ammunition must be assembled consistent with the explosive compatibility requirements of Army explosive safety regulations.

(2) *Ammunition Movement.* Ammunition is shipped via fast sea transport, moved through fixed ports or over the shore, in a rapid, steady flow to corps level ammunition supply points (ASP), using materials handling equipment designed for the job and conditions of terrain and climate. The fighting elements (infantry brigades, artillery battalions, cavalry squadrons, etc.) draw ammunition from the ASPs to replenish basic loads and meet operational requirements. Fighting elements send tactical wheeled vehicles back to the ASPs to pick up the ammunition and deliver it to the forward areas. However, they may find it necessary to use high mobility, even armored vehicles for the last leg of the trip up to the fighting maneuver battalions.

(3) *Special ammunition.* As with conventional ammunition, throughput distribution will be the primary goal when shipping special ammunition forward. Maximum reliance will be placed on air shipments. The highly mobile characteristics envisioned for firing units will allow only a very small percentage of special ammunition to be throughput to the firing battalion or battery level. The majority will be directed into the mobile SASP's. Once the ammunition is in a SASP, firing unit resupply will be by supply point distribution.

e. Special Requirements for Ammunition Escort. Technical escort concerns the use of qualified personnel to accompany shipments of chemical ammunition and radioactive material or waste. These personnel are provided by Team BC, Munitions Safety Control, TOE 9-530H. They must be technically qualified to take necessary action to

minimize the hazards involved if an accident or incident occurs during shipment. They also provide physical security. Instructions to include identification of contact media for EOD and decontamination units on standby will be furnished escort personnel.

9-6. Ammunition Maintenance

a. Surveillance.

(1) Ammunition surveillance includes the observation, inspection, and classification of conventional chemical, and special ammunition components during movement, storage, maintenance, and disposal. It also includes the inspection of all attendant equipment, facilities, and operations. Ammunition surveillance is conducted at all theater army installations responsible for the storage, maintenance, disposal, and shipment of ammunition and ammunition components. It ends only when the ammunition is either expended or destroyed.

(2) Ammunition surveillance is conducted by both military and civilian personnel. In established overseas theaters of operation, surveillance activities are performed by qualified civilian ammunition surveillance advisors and military ammunition surveillance specialists assigned to ammunition units. A surveillance program is necessary within every ammunition service unit to insure that:

(a) Ammunition is serviceable and ready for issue.

(b) Items that are not serviceable are promptly reported and subsequently repaired, salvaged, destroyed, or evacuated.

(3) Within a theater of operations, the theater army ammunition officer, usually located in the TA HQ, has staff responsibility for the establishment of standards of serviceability for class V materiel within the theater. He prepares plans, policies, and standing operating procedures for the modification, maintenance, and preservation of ammunition materiel in accordance with DA policies. The TAACOM and COSCOMs exercise similar functions within their assigned area of responsibility. Each commanding officer of an ammunition unit is responsible for the surveillance of all ammunition components under his control to include the equipment, facilities, and operational procedures employed.

b. Conventional Ammunition. Maintenance of conventional ammunition normally is limited at the DS and GS level to: repairing containers, removal of rust, cleaning, spot painting, and restenciling, and, limited modification. Ammunition requiring more extensive maintenance will be demilitarized, destroyed, disposed of, or, evacuated to an appropriate maintenance activity. Specialized

CHAPTER 12

SIGNAL COMMUNICATIONS, ENGINEER AND MP SUPPORT

Section I. CORPS COMMUNICATIONS

12-1. General

The corps signal communications system is an integrated system employing multichannel communications facilities to provide service on both a command and an area basis. This system is installed and operated by the corps signal group or brigade.

a. Corps Command Communications System. The corps command communications system connects the echelons of corps headquarters with each other, with major subordinate commands, and with adjacent corps.

b. Corps Area Communications System. The corps signal group/brigade also establishes an area communications system which is interconnected with the command system. The area system consists of interconnected area signal centers so situated between corps and division rear boundaries that headquarters, units, and installations located throughout this area have ready access to the signal communications facilities of one of the centers. The signal centers are located to facilitate alternate routing and easy access to users. Sole-user and

common-user circuits are provided on the basis of need and activity.

12-2. Theater Army Communications System (TACS)

Theater Army Communications Command (TACCOM) has the responsibility for providing army signal communications within the communications zone (COMMZ) of a theater of operations. Normally, the COMMZ extends from the rear theater boundary (usually the water's edge) to the rear area of the largest tactical maneuver element in the theater. However, in some theaters, depending on type of conflict, the COMMZ may be superimposed on the combat zone. The TACS provides the Theater Army Commander with the means to command and control the major military elements directly subordinate to him. The TACS also provides signal communications facilities for combat service support elements in the COMMZ and interfaces with the corps communications system at theater communication access points.

Section II. CORPS SUPPORT COMMAND COMMUNICATIONS

12-3. Introduction

Communications for the Corps Support Command are provided principally through the corps area communication system together with organic signal communications means. COSCOM communications must enable the support command to react quickly and decisively to changes in operational plans and requirements. A signal medium headquarters operations company is assigned to the COSCOM to provide internal communications for the headquarters.

12-4. COSCOM Communications Responsibilities

a. Command Responsibility. The COSCOM commander has responsibilities for communications operations within the command including:

- (1) Command and control of organic communications-electronics (C-E) facilities.
- (2) Coordinating with the corps signal

group/brigade on matters related to the overall support provided by the group/brigade.

b. Staff Responsibilities. Staff responsibilities for COSCOM signal communications operations are charged to the Assistant Chief of Staff, SPOI, and the communications-electronics (C-E) officer assigned to his staff. This responsibility includes the formulation of C-E plans, policies, and procedures and the integration of C-E plans with other tactical and logistics operations.

c. Staff Coordination. The C-E officer must assume the initiative in determining C-E requirements and in conducting necessary staff coordination on all matters within his area of responsibility. Specifically, he must effect coordination on C-E operations by dealing directly with:

- (1) The COSCOM general staff.

(2) The C-E officer of subordinate and attached units.

(3) The C-E officer of the corps that the support command is supporting.

(4) The representative of the signal group/-brigade commander for detailed communications-trunking.

(5) The supporting area signal center commander on local communications matters.

(6) The US Army Security Agency (USASA).

12-5. Communications-Electronics Planning

Communications and electronics planning encompasses all staff actions that the support command C-E officer takes in preparing for projected operations. The major C-E planning techniques are C-E estimates, plans, and orders. FM 24-16 and FM 101-5 contain details on signal planning and the format and content of signal orders and instructions.

Section III. COMMUNICATIONS FOR OPERATIONS

12-7. The Corps Area Communications System

The corps area communications system is composed of area signal centers interconnected by trunk circuits under the centralized control of the corps signal commander. The signal battalions of the corps signal group/brigade install and operate these centers. Each area signal center is assigned a geographical area for operations. The size of this area is determined by the location, disposition, and the C-E requirements of the supported forces. FM 11-92 contains details covering the corps area communications system.

12-8. Support Command Internal Communications System

Each support command communications capability consists of communications personnel and facilities assigned to the support command, headquarters of the support groups and the organic communications equipment the support battalions and other support units assigned or attached to these groups. A signal medium headquarters operations company is assigned to the COSCOM to provide communications for the COSCOM headquarters; a communications platoon is integral to each support group headquarters. The company and the platoons provide the internal communications that these headquarters require.

12-9. Integrated Communications System

a. Control of the theater communications system is exercised at theater. Each support command C-E officer coordinates with the representatives of the

12-6. Communications Considerations

The COSCOM C-E officer exercises technical supervision over the communications elements assigned or attached to the COSCOM. In discharging, this responsibility, the COSCOM C-E officer must consider:

a. The internal communications system for COSCOM headquarters and for the support group headquarters subordinate to the COSCOM.

b. The communication links and requirements between the COSCOM headquarters, subordinate COSCOM elements, supported units, and the supporting area signal centers in the area communications system.

c. The communications capability organic to the COSCOM units and the linking of these capabilities into a workable COSCOM communications system.

Theater signal commander, the corps signal officer, and the commanding officer of the supporting area signal center to insure that the service provided by the area signal system is adequate to support the COSCOM. Additional service is usually requested through the commanding officer of the area signal center. Requirements for service beyond the capability of the signal center are referred to the signal group /brigade commander for necessary action.

b. The support command C-E officer exercises control of the COSCOM communications system. This control is confined to personnel, equipment, and facilities organic to COSCOM subordinate units and to communications units that may be assigned or attached to the COSCOM. Extension link facilities (personnel, equipment, and circuits) provided by the supporting area signal center remain under the operational control of the commanding officer of the center. The C-E officer maintains complete and current signal communications records to provide accurate directory and routing information.

c. Since the support command does not have the capability to install the trunks required to interconnect the various headquarters of the COSCOM, resources available to the signal organization commander and the corps signal officer are used. The C-E officer of each support command must coordinate with the commanding officer of the supporting area signal center to secure communications between:

(1) Corps headquarters and the headquarters of the COSCOM.

(2) The COSCOM headquarters and the headquarters of the support groups and other

elements subordinate to the COSCOM and the supported divisions.

(3) The headquarters of the support groups and the support battalions within these groups.

Section IV. ORGANIZATION FOR OPERATIONS

12-10. COSCOM Headquarters (C-E) Staff Personnel

The table of organization and equipment (TOE) of the headquarters and headquarters company (HHC) of the COSCOM authorizes a C-E officer.

a. The C-E officer advises the commander on signal communication and electronic matters and exercises technical supervision over the installation, operation, and maintenance of the COSCOM signal communications system for future locations of headquarters and command posts.

b. As a member of the ACofS, SPOI staff section, the C-E officer is included in staff planning actions so that he can present to the commander and the other members of the staff the communications-electronics aspects of projected operations.

12-11. Signal Operations Company, Medium Headquarters (TOE 11-127)

The signal, operations company, medium headquarters operations company is organized into a company headquarters, a communications center (COMCEN) platoon, a telephone operations platoon, a mobile radio section, and a photographic section (fig 12-1).

a. *Assignment and Control.* The Signal Operations Company Med Hqs is assigned to the support command. The C-E officer exercises technical supervision over its operations.

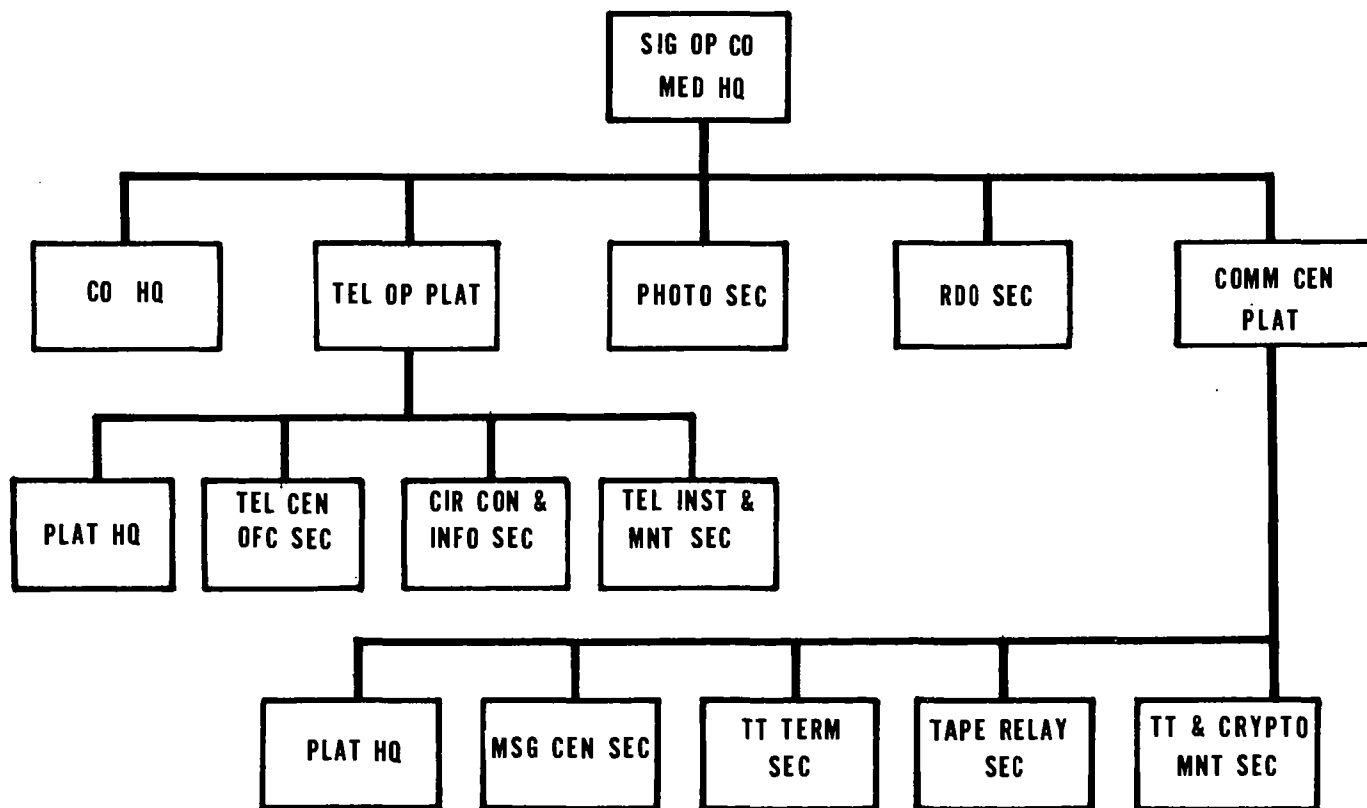


Figure 12-1. Signal, medium Hq operations company.

b. *Capabilities.* The Signal Operations Company, Medium, Headquarters, when at full strength, is 78-percent mobile. It can:

(1) Install, maintain, and operate, on a 24-hour basis, communications facilities for the support command headquarters, including:

(a) A manual telephone central office and local telephone system.

(b) Secure tape relay and teletypewriter facilities.

(c) Circuit control and information service.

(d) Secure radio teletypewriter circuits.

(2) Establish and operate a message center on a 24-hour basis, which provides:

(a) Message handling facilities.

(b) Facsimile and transceiver.

(c) Motor messenger service within the supported headquarters complex and to its subordinate headquarters.

(3) Performs photographic service on a 24-hour basis, to include:

(a) Still and motion picture coverage (except aerial photography).

(b) Operation of a mobile photographic laboratory for processing ground and aerial photographic coverage (except aerial combat surveillance) as required.

(4) Perform direct support level maintenance on signal communications equipment organic to the company.

(5) Provide unit administration, supply and mess facilities, and organizational maintenance of organic arms, vehicles, and power generators.

c. *Employment.*

(1) *Company headquarters.* The company headquarters, organized, along conventional lines, coordinates administration, training, and operational mission activities of the company.

(2) *Telephone operations platoon.* The telephone operations platoon installs, operates, and maintains the wire facilities of the command headquarters.

(a) *Central office section.* The central office section installs, operates, and maintains the manual telephone central office. The equipment provided can terminate 200 local and 20 long distance lines. Units of the signal group/brigade install and operate long distance trunk lines.

(b) *Wire-telephone installation section.* The wire-telephone installation section installs, operates, and maintains the patch panel that is used as a circuit control, as a circuit testing and line termination facility, and as a point of access into the area communications system. The section also installs and maintains the local telephone system and lays the field cable between the patch panel and the extension facility provided by the supporting area signal center or centers.

(3) *Mobile radio section.* The mobile radio section has four Radio Teletypewriter, (RATT), sets and operating personnel. These sets normally are employed:

(a) As a station in the designated net of the supported corps.

(b) As a station in the COSCOM net.

(c) As the net control station in the support command net including the support groups.

(4) *COMMCEN platoon.* The COMMCEN platoon installs, operates, and maintains a COMM-CEN and secure teletypewriter terminal facilities cryptographic and facsimile facilities, and a message center for the COSCOM headquarters.

(a) The message center provides 24-hour daily message center service for the headquarters. It also provides off-line cryptographic, facsimile, and local messenger service.

(b) The teletypewriter operations section installs, operates and maintains two teletype terminals. Cryptographic equipment (on line and off line) is provided. The teletype trunks are connected to the patch panel operated by the wire section. From this point they enter into the area communications system.

(5) *Photographic section.* The photographic section takes still and motion pictures and provides still photograph laboratory service. This service does not include processing motion picture film, still color film, or air combat surveillance photographic film.

12-12. Communications Platoon, HHHC, Support Group

Each support group HHHC has an organic communications platoon, whose mission is to provide internal radio and wire communications service and support to the group. The platoon consists of a platoon headquarters, a message center section, and a telephone operations section.

a. *Platoon Headquarters.* The platoon headquarters has one C-E officer and two enlisted men to provide command and control of the activities of the platoon.

b. *Message Center Section.* The message center section accepts and processes messages for transmission and delivery to the addressee. The section provides off-line cryptographic services only. This section is also equipped with terminal teletypewriter and associated security equipment and has personnel for 24-hour-a-day operation. The teletypewriters are used on circuits from the switching and relay center of the supporting area signal center through which messages are routed to and from any teletypewriter stations of the system. FM 24-17 contains details of message center operations.

c. *Telephone Operations Section.* The telephone operations section installs, operates, and maintains a 30-line manual telephone switchboard and installs and maintains the local telephone and lines. Long distance telephone service is provided through

APPENDIX B

COMBAT ORIENTED

GENERAL SUPPORT (COGS) OF CONVENTIONAL MATERIEL

B-1. Introduction

The general support structure currently is organized along functional lines with different units providing class VII supply support, class IX supply support and maintenance support. To provide more effective general support for conventional material, a combat oriented structure is considered to be required. A combat-oriented GS structure will provide integrated supply and maintenance support for groups of related materiel items and designated weapons or other systems.

B-2. Purpose

The purpose of COGS is to improve supply and maintenance support for groups of related materiel items or designated weapons or other systems. This support includes maintenance; class VII and IX supply (including direct exchange and operational readiness float); recovery and evacuation; collection, classification and cannibalization; and, technical assistance to include battle damage assessment and onsite repair support.

B-3. Objective

The objective of COGS is to:

- a. Define in broad terms commodity oriented groups of conventional materiel.
- b. Establish clearly identifiable commodity channels and the sources of commodity expertise for each commodity group.
- c. Provide the basis for organizing center to maximize the use of skills, tool/shop sets, and testing and diagnostic equipment required to perform integrated materiel support at the GS level for conventional materiel.

B-4. General

a. Conventional materiel includes most of the items used by TOE units of the Army in the field, but specifically excludes such items as aircraft, missiles, munitions, medical, communications security, rail, marine and airdrop. The aircraft and missile general support structures likewise will be organized under the center concept, but details will not be available until studies in progress have been completed.

b. The guiding principles for organization of COGS Centers include the following:

(1) Integrated supply and maintenance oriented along commodity lines.

(2) Commodity orientation based on repair skills rather than equipment.

(3) Repair and replacement of components and assemblies.

(4) Tailored organization to provide the most effective weapons system support.

c. Commodity orientation consolidates specific skills and tools in one general location and allows the commander to mass his efforts on a problem by the employment of centralized resources.

d. The COGS integrated centers receive, store, and issue equipment and repair parts. However, general support repair parts that are common to several commodities except, missiles and aviation, may be consolidated at one of the integrated centers or at a more centralized location. The MMC will maintain through the use of the applicable Standard Army Intermediate Level Supply (SAILS) system processes, stock control of supplies stored for issue at the support centers. The centers will be considered simply as an inventory addressee on the program.

e. The general support maintenance role of backing up direct support has been expanded to include contact teams and technical assistance to the using unit. Contact team support will be on a case-by-case basis in coordination with the appropriate direct support unit and will not usurp the Direct Support responsibility for technical assistance.

B-5. Concept

Combat Oriented General Support (COGS) of conventional materiel.

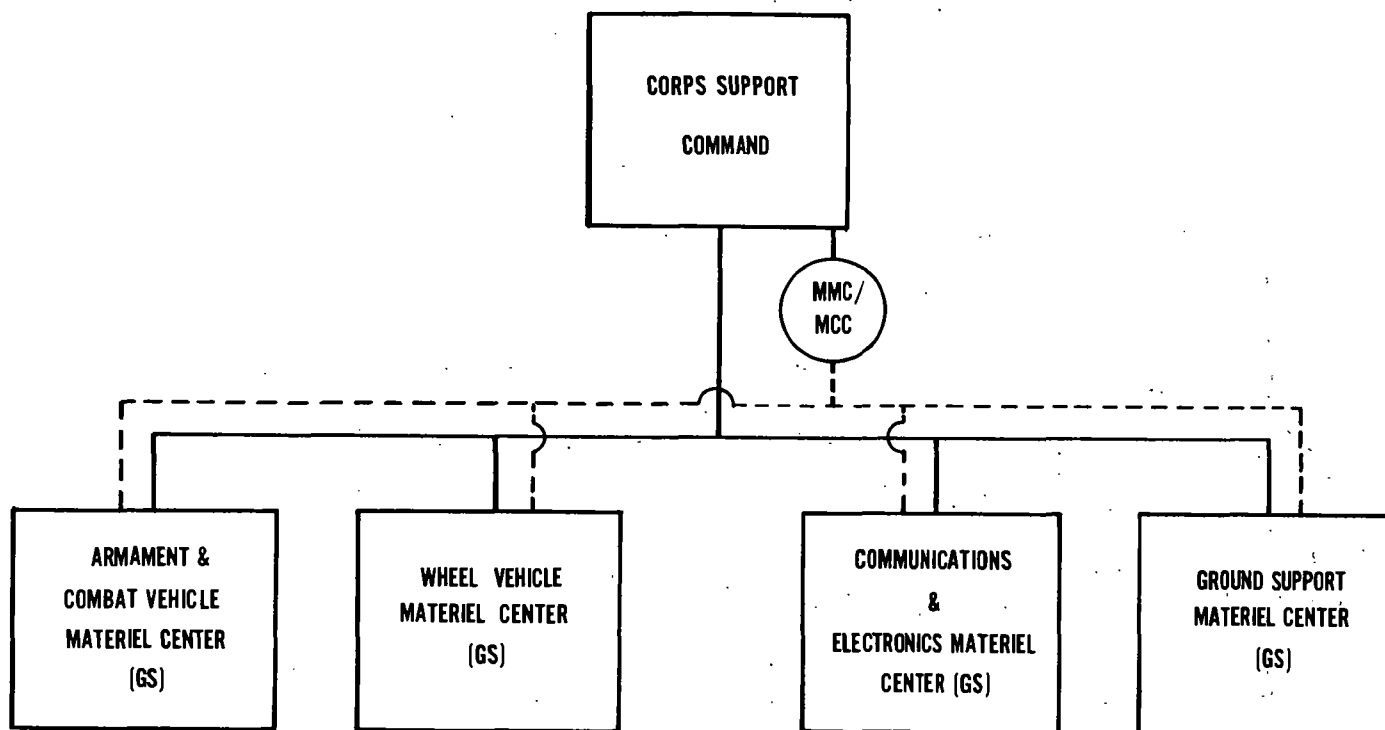
a. The six (6) types of integrated general support Centers are:

- (1) Armament and Combat Vehicle Materiel Center.
- (2) Wheel Vehicle Materiel Center.
- (3) Communication and Electronics Materiel Center.
- (4) Ground Support Materiel Center.
- (5) Aviation Materiel Center.
- (6) Missile Materiel Center.

b. Figure B-1 shows four of the six integrated centers that may be under a COSCOM (the aviation

and missile centers are omitted). To tailor the support structure austere for a specific situation, two or more centers may be consolidated. On the other hand, optimum weapon systems support may be achieved by having more than one center of a particular type. In addition to the six centers identified above, the COSCOM may have general support activities to receive, store, and issue materials (class I, II, III, IV, and V) not processed by the integrated centers.

c. Figures B-2 through B-5 show the individual centers. Each Center is structured around a base that is expandable. It is tailored on a single or multiple commodity basis to satisfy mission and workload requirements. Each Center has an integrated supply and maintenance responsibility for a group of commodity materiel items or designated weapons systems (fig. B-6). The Aviation and Missile and Munitions Materiel Centers are not included in this manual.



LEGEND

COMMAND —————

TECHNICAL - - - - -

FIGURE 1. FOUR COGS CENTERS

Figure B-1. Four COGS centers.

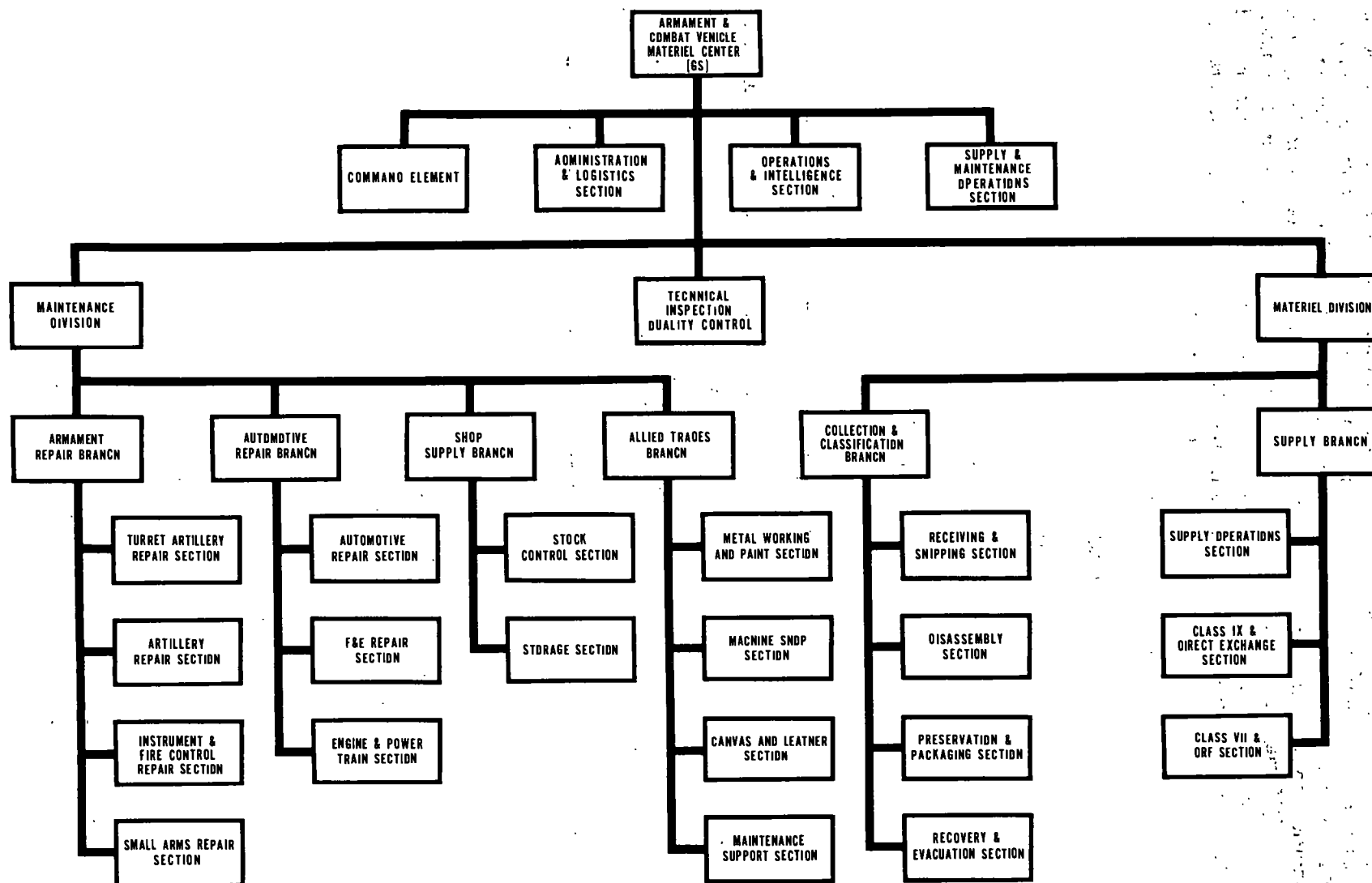


Figure B-2. Armament and combat vehicle materiel center (GS).

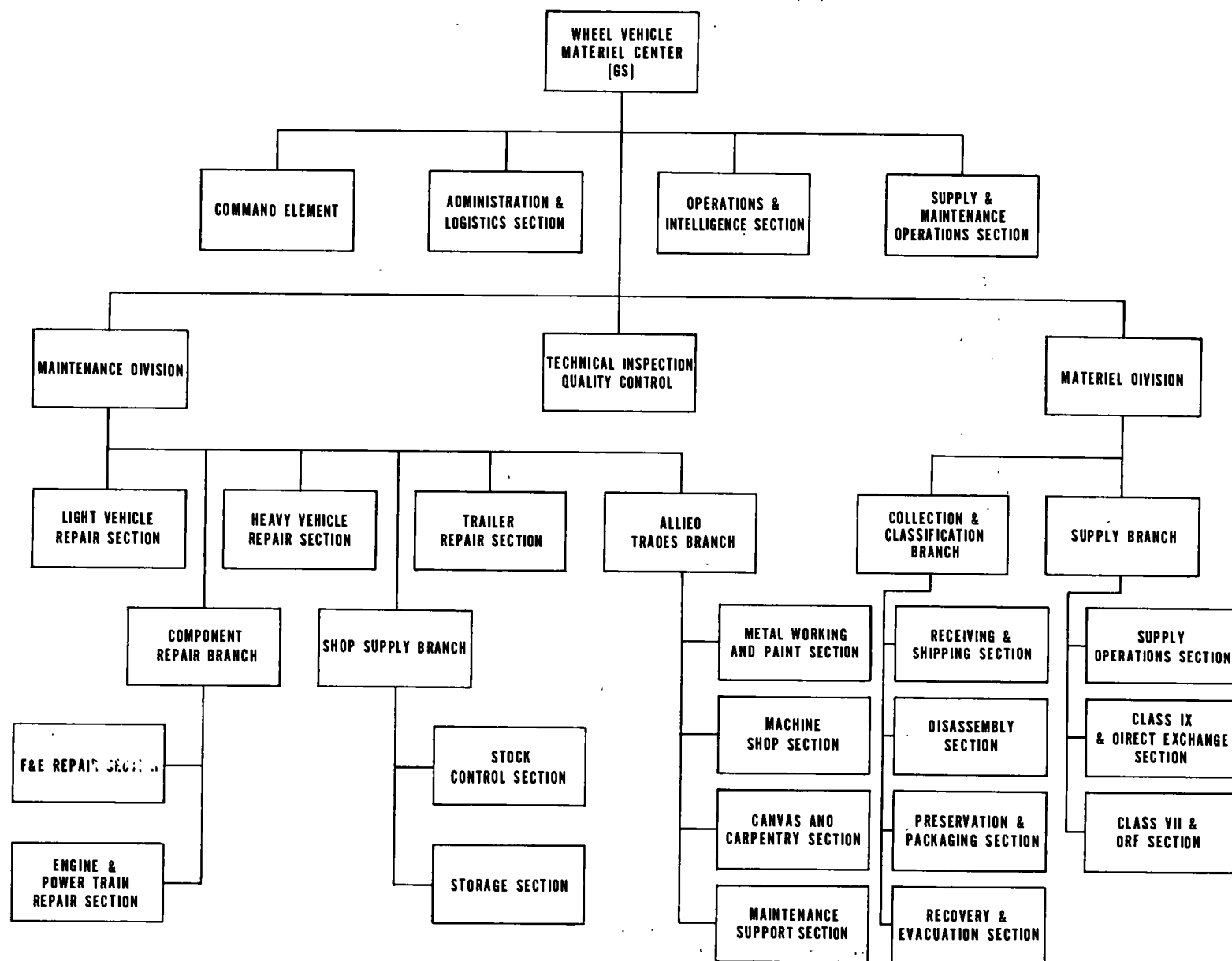


Figure B-3. Wheel vehicle materiel center (GS).

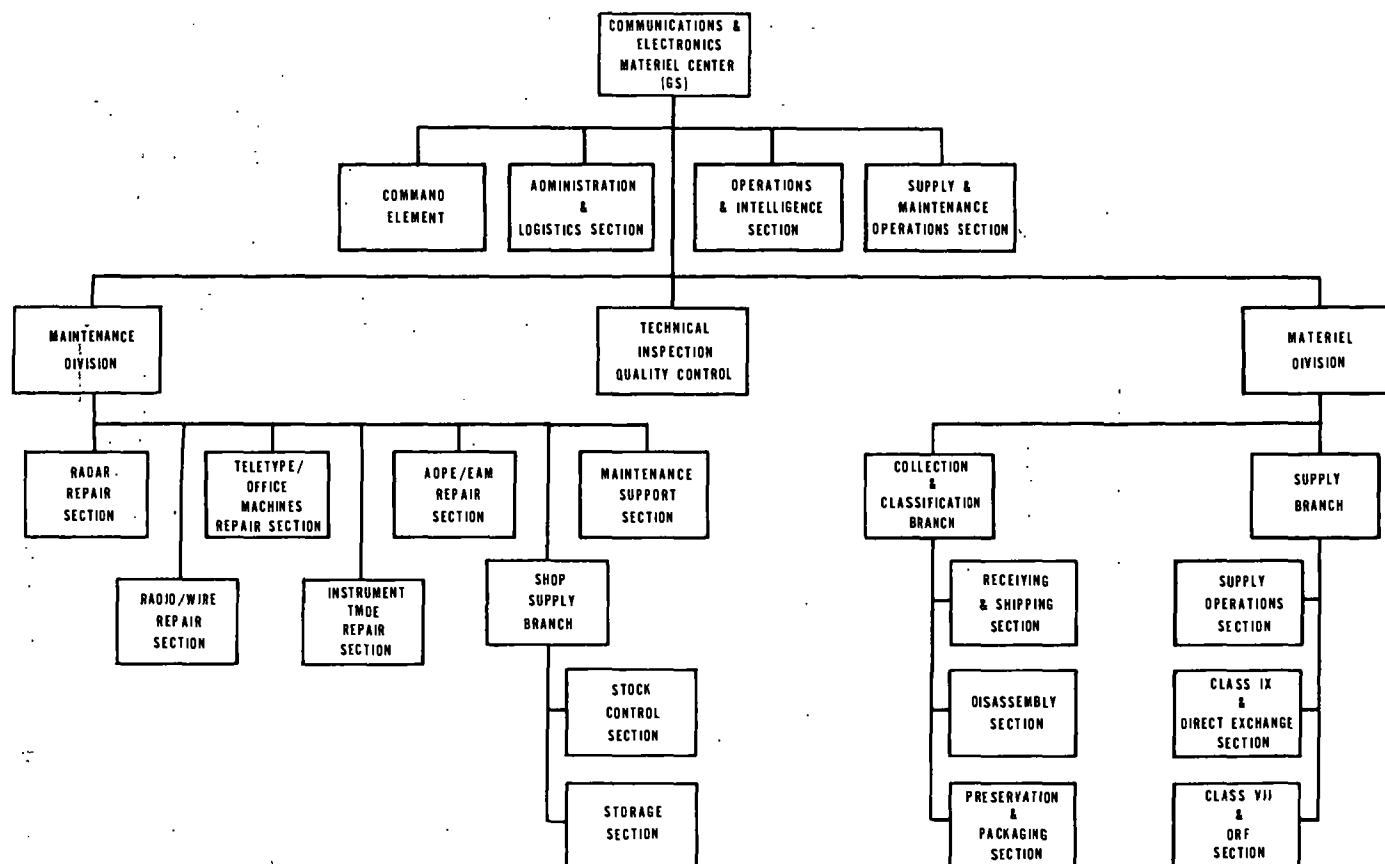


Figure B-4. Communications and electronics materiel center (GS).

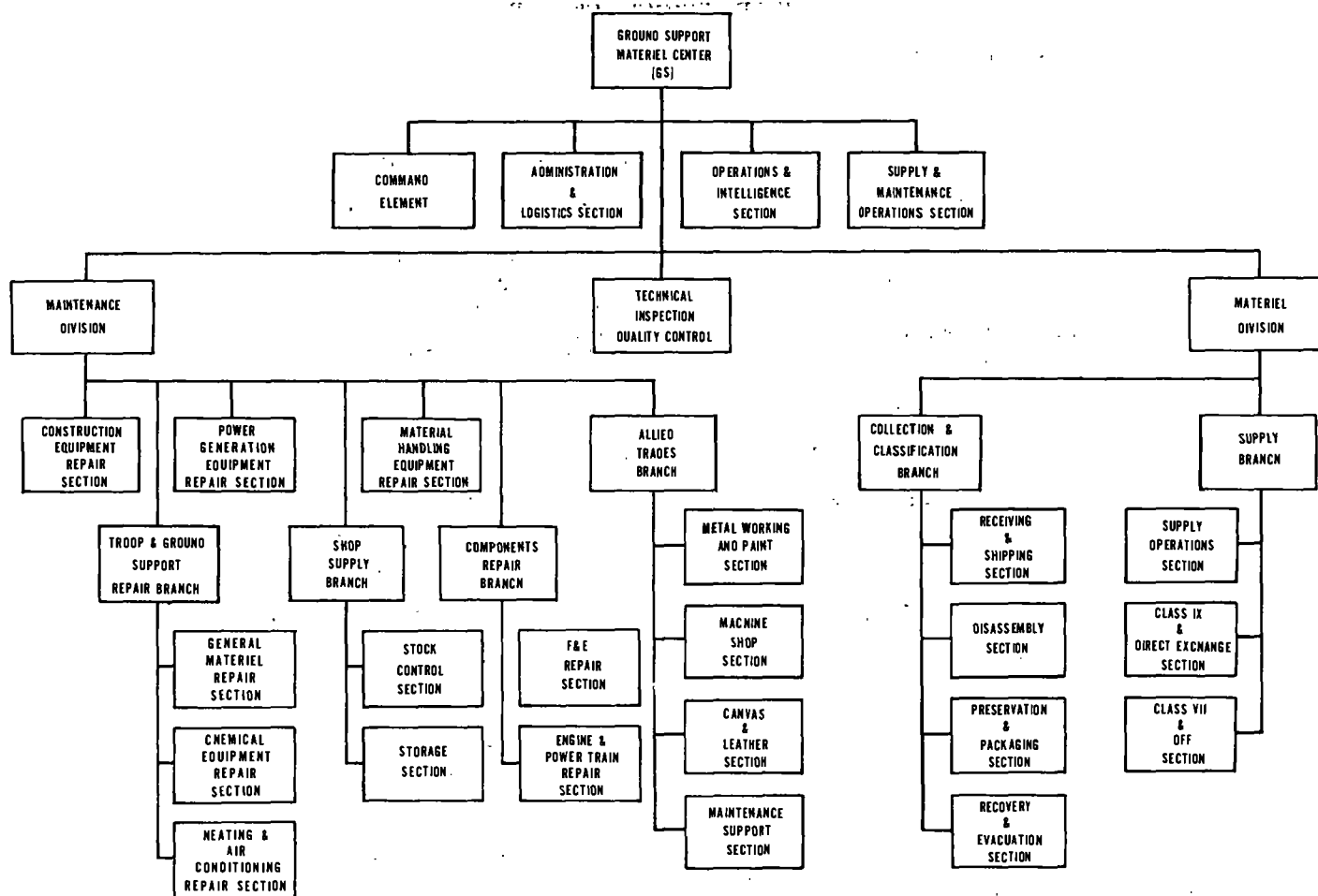


FIGURE 5. GROUND SUPPORT MATERIEL CENTER (GS)

Figure B-5. Ground support materiel center (GS).

COMMUNICATIONS AND ELECTRONICS CENTER.

TACTICAL COMMUNICATIONS
 RADIO
 TELETYPE
 WIRE

LIGHT MECHANICAL
 OFFICE MACHINES
 PHOTOGRAPHIC
 REPRODUCTION
 TMDE
 TOPOGRAPHIC
 ADPE

WHEEL VEHICLE CENTER

Tactical Wheeled Vehicles
 Trailers
 Wheeled Vehicle Prime Movers

ARMAMENT AND COMBAT VEHICLES CENTER

COMBAT VEHICLES
 TANKS
 APC
 SP ARTILLERY

FIRE CONTROL
 OPTICAL
 MECHANICAL
 ELECTRICAL

ARTILLERY
 TOWED
 SELF-PROPELLED
 MORTARS
 RECOILLESS RIFLES
 SMALL ARMS
 CREW SERVICED
 INDIVIDUAL

GROUND SUPPORT CENTER

ENVIRONMENTAL CONTROL
 AIR CONDITIONING
 REFRIGERATION
 DUCT & SPACE HEATERS

CHEMICAL
 SMOKE GENERATORS
 FLAME THROWERS
 DECONTAMINATION EQUIP
 COLLECTIVE PROTECTION EQUIP

TROOP/GROUND SUPPORT
 LAUNDRY, BATH & BAKERY
 FOOD SERVICE
 BURNERS & FIRE UNITS
 FUEL DISPENSING
 PUMPS
 SEWING MACHINES

CONSTRUCTION
 POWER GENERATION
 MATERIEL HANDLING

Figure B-6. Basic type of equipment serviced by COGS centers.

d. Each Center provides:

(1) GS maintenance to include equipment recovery, evacuation, classification and cannibalization services. The Communications and Electronics Center Does not have a recovery/evacuation capability. The C-E center requirements in this area will be coordinated with the MMC/MCC.

(2) GS supply to include class VII with the capability for processing of equipment for issue (and combat loading of combat vehicles as applicable), class IX (ASL), and direct exchange services.

(3) Maintenance of approved operational readiness float items.

(4) Technical assistance to supported customers (e.g., user and DS) to include the forward deployment of battle damage assessment teams.

(5) Contact parties to supplement the skills

and capabilities of users, supporting DS and other GS units to preclude the evacuation or cross hauling of materiel and enhance combat readiness. Battle damage assessment requires the highest type of skills and experience. The major source of such skills and experience is in the COGS Centers.

(6) A point of interface for on-site technical expertise in the technical or commodity chain between forward echelons, major commands (e.g., COSCOM, TAACOM, etc.) and the USAMC Commodity Commands. In coordination with the MMC, they decide what work should be accomplished and at which locations. Their staffing includes appropriate commodity technical representatives.

e. By use of appropriate centers, organizations can be tailored to support contingency forces. Such

centers can provide back-up support to DS units and the GS capabilities required by the corps.

f. While Combat (Systems) Oriented General Support (COGS) Centers are organized to provide integrated supply and maintenance support, they are designed to operate within the framework of current guidance for integrated materiel management. In this context, divisional and nondivisional direct support units will place their requirements on the associated Materiel Management Center (MMC). Employing current ADP procedures, the MMC will provide materiel management instructions and directives to COGS Centers for the implementation of command-approved supply and maintenance priorities, programs and operations. Therefore, COGS Centers are structured to permit the uses of innovative and more advanced automated materiel support systems as they are introduced. To facilitate the operation of automated materiel support systems, COGS organizations are authorized the quantities and types of ADPE and associated communication equipment necessary to effectively function in an automated environment.

g. Configuration

(1) As the Corps configuration may vary initially or be modified as an operation progresses, so the support structure must be tailored to meet the support needs. The approach to this is to design a minimum general support center to service a commodity. This minimum size is derived by determining the required functions, the tool and shop sets necessary to perform the functions, and the minimum number of people necessary to operate the shop sets.

(2) As the density of equipment increases of the intensity of maintenance activity increases, the commodity-oriented center is designed to be augmented to produce a tailored unit. The limiting factors in augmenting a center will be (1), the capability of the shop sets and equipment to support an upper limit of augmentation teams and (2), the capability to supervise and administer more than a certain number of personnel.

B-6. Operational

a. *COSCOM MMC.* The COSCOM has direct command over each of the Centers. A fully operational MMC at the COSCOM level must exercise day-to-day technical supervision over the centers. The Movements Control Center will be involved in the materiel evacuation and supply shipments of the centers.

b. *Materiel Centers.* The conventional materiel centers have common features. These include Headquarters elements, Administration/Logistics Sections, Operations/Intelligence Sections and Supply and Maintenance Operations Sections.

(1) The Headquarters functions are the same in these centers. While the staffing of these elements will vary from center to center, the functions will remain constant. The command section performs the normal command and control duties expected of any organization. The commander deals with the COSCOM deputy commander for operational command and with the ACofS's at COSCOM for staff coordination and support.

(2) The Administration/Logistics Section performs all the S1-S4 functions for the center plus those normally found at the unit level such as orderly room, motor pool, mess and organizational supply. In addition, it furnishes the consolidated ADP functions for the center.

(3) The Operations/Intelligence Section performs the S2-S3 functions of a headquarters plus the unit training and cross-training programs.

(4) The Supply and Maintenance Operations Section provides a staff section to coordinate the technical functions of the center. It prepares the reports on mission activities and deals with the staff elements of the MMC and MCC to keep the center programmed at optimum workloads. Its main function is to expedite the flow of work and provide the technical interface with the MMC and MCC.

B-7. Operating Functions

Common to the conventional materiel Centers are three operating elements. These are the Technical Inspection/Quality Control, Materiel Division and the Maintenance Division (fig. B-2, B-3, B-4 and B-5).

a. The Technical Inspection and Quality Control (TI/QC) functions are common throughout the centers. This element provides the impartial, highly competent inspections and quality control services required by the center. All inspectors work directly for the commander. They provide services to the Maintenance Division for initial, in-process and final inspections: to the Materiel Division for classification of materiel turned in or recovered; and, in a departure for the traditional role, they serve as the nucleus for the contact, on-site repair and battle-field damage assessment teams. They will be augmented by the appropriate repairmen and supply specialists from the other two divisions. The size of this section will vary according to the mission of the center, but they have inspection capability for all of the equipment supported by the center.

b. The organization of the Materiel Division in each center is shown in figures B-2, B-3, B-4 and B-5. The basic functions of this division are the same in each center. The primary difference is the commodities supported by the Materiel Division. The branches under the division are functionally designed to give maximum control to each branch

chief. Unserviceable supplies enter through the Collection and Classification Branch. If declared serviceable, they are stored, accounted for, and issued by the Supply Branch or, where required, shipped by the Collection and Classification Branch. Supplies from CONUS, either containerized or break-bulk, are received directly by the Supply Branch.

c. Because the Maintenance Division performs a unique function for each center, it is organized differently in each center. The elements of the maintenance divisions indicate the types of materiel supported. The functions of each is basically the same. Figures B-2 through B-5 show the Maintenance Divisions of the centers. The Armament and Combat Vehicle Materiel Center has the responsibility for general support on weapons, weapons systems, fire control items and combat vehicles. Figure B-6 shows those functions. The Wheel Vehicle Materiel Center is responsible for tactical wheeled vehicles, wheeled prime movers and trailers (fig. B-6). The Communications and Electronic Materiel Center has the responsibility for communications, surveillance, electronic instruments

and light mechanical equipment repair (fig. B-6). Figure B-6 represents the basic types of equipment serviced by the Communications-Electronics Materiel Center. However, as an exception to the standard materiel division organization, there is no recovery and evacuation capability in this center. Any requirements for recovery and evacuation will be coordinated with the MMC/MCC. The Ground Support Equipment Materiel Center is responsible for construction, MHE, power generation and troop support items to include environmental and chemical peculiar equipment (fig. B-6). Figure B-6 portrays the type equipment supported by the Ground Support Materiel Center.

B-8. Management

COGS does not deviate from the doctrine that establishes a technical channel from the centers back to the commodity commands.

B-9. Mobility

The COGS Centers will have the functional mobility required to perform required day-to-day operational activities.



f. Class VIII, Medical Materiel. Requirements for medical materiel for corps units flow from the users to the MEDSOM unit (field) or a medical unit designated by the medical brigade. The MEDSOM unit (field) also provides medical supply support to the divisions assigned to the corps. Supply point distribution is used.

g. COMSEC. United States Army Communications Command (Theater) provides the COMSEC/logistic support in the theater of operations. Organizational elements for providing COMSEC logistic support in a theater of operations are the Theater COMSEC Logistic Support Center (TCLSC), the COMSEC Logistic Support Center (CLSC), and the COMSEC Logistic Support Unit (CLSU).

(1) The TCLSC is the principle COMSEC Logistic Support facility in the theater. The TCLSC is an element of the USACC (Theater) and, as such, is responsive to the theater commander through the commander USACC (Theater) (para 8-8e). The CLSU in a typical corp is an organizational element of the TCLSC and is attached to the corp signal brigade. It provides direct support (DS) and general support (GS) and has a mobile maintenance capability. The CLSU may also be established to meet variations in the typical theater. It can be an organic element of a TCLSC or a separate unit for support on a geographical basis. In the later case, the CLSU may be an element of a USACC subordinate command but under the technical direction of the TCLSC.

(2) The CLSC provides COMSEC Logistic Support to a numbered army when organized or to an equivalent force and other activities as directed. For example, other services (non DOD) activities and allied plans. A USACC (Theater) CLSU provides—

(a) Integrated management of COMSEC materiel, to stock control of COMSEC equipment, ancillary items, special tools and test equipment, designated repair parts and software.

(b) Collection, maintenance and reporting of COMSEC Logistic data as prescribed.

(c) Management and control of joint and allied COMSEC software as assigned.

(d) Receipt, storage and issue of COMSEC materiel.

(e) DS & GS maintenance on COMSEC equipment.

(f) Mobile maintenance contact teams. FM 11-23 contains additional details on communications logistic support to the corps.

8-6. Supply Levels

The Department of the Army prescribes stockage

objectives for the theater army in terms of days of supply, and the theater army commander prescribes levels for the combat zone and the COMMZ. Exceptions to those levels may be made, i.e., NATO, requires a 14-day level for class V items to be within the corps area. See AR 11-11 and AR 11-12 for additional data on supply levels. For purposes of this manual, corps stockage levels are established as follows:

a. Except for repair parts and medical supplies, the stockage level is:

(1) Brigade area. 1 to 3 days at the DSU.

(2) Division area. 3 to 5 days at the DSU.

(3) Corps Area. 3 to 5 days at the DSU. 30 days or less at the GSU.

b. Repair parts are stocked in varying amounts up to 15-day stockage objectives at each supply level in the COSCOM. The days of supply stocked are determined by the characteristics of particular repair parts.

c. Medical supply levels in corps units normally will not exceed 10 days. The MEDSOM unit (field) also maintains a 10-day stockage objective for backup stockage to meet unexpected surges on demands.

8-7. Functionalization of Supply

At the GS level, supply support for all classes of supply except V and VIII is functionalized for command and control purposes in the supply and services battalion. However, supply operations can best be performed by company-size units that are organized and equipped to perform specified functions. These functions include—

a. Providing storage points to regulate the flow of supplies.

b. Handling large tonnages of supplies by use of materials handling equipment.

c. Providing for breakdown of bulk shipments (containers).

d. Processing heavy materiel prior to issue.

e. Providing for supply of construction and fortification materials.

f. Providing for GS supply of repair parts.

g. Providing for stockage of items not carried by DS supply units located in forward areas.

h. Providing for emergency supply when normal throughput shipments are interrupted.

i. Carrying a portion of the theater and corps reserve stocks.

8-8. Grouping of Supplies

Supplies are grouped at the GS level by the operational requirements for processing their flow to supported units. Functionalization of supply support requires that supplies be grouped to coincide

with the storage and distribution requirements rather than their end use. To meet these requirements, supplies at the GS level are grouped into categories of general supplies, heavy materiel, repair parts, petroleum, ammunition, and COMSEC supplies.

a. General Supplies. General supplies include subsistence (class I), clothing and organizational equipment (classes II and VII), packaged POL and industrial gases. Included in this group are also the multitude of end items that may be found in tables of organization and equipment (TOE), tables of distribution and allowances (TDA), and other authorizing documents. Also included are classes VI and X. Excluded from this category are items that are supplies from other sources; for example, medical items, cryptographic material, heavy materiel, repair parts, airdrop equipment, and items supplied through the ammunition system.

b. Heavy Materiel. This category includes items that require special processing while in supply channels; for example, wheeled and tracked vehicles, artillery (self-propelled and towed), and mobile assault bridging. Because of their critical nature and high-dollar value, the issue of these items is governed by command control. Also included in this group are fortification and construction materials (class IV), special machinery, and other controlled types of equipment.

c. Repair Parts. Included in this category are supplies required to repair and maintain army materiel less parts to maintain medical and cryptographic items. This group consists of components, subassemblies, assemblies, and small parts for end items.

d. Petroleum. Bulk petroleum consists of liquid products that are normally transported by pipeline, rail, tank car, tank truck, tank trailer, barge, or ocean tanker and stored in tanks or containers having a overall capacity greater than 55 gallons. Packaged bulk petroleum is bulk petroleum that, because of operational necessity, is packaged and supplied (stored, transported, and issued) in 5-gallon cans or 55-gallon drums.

e. COMSEC Supplies. This group includes communications security equipment, supplies, parts, and publications. The COMSEC supply and maintenance function is a responsibility of the US Communications Command (para 8-5g.).

8-9. Storage Operation

Functional supply units are organized into categories to streamline the supply system. Storage operation principles include Direct Supply Support (DSS) distribution of supplies, minimum administration, maximum mechanized handling of supplies, and improved specialization of labor.

a. Direct Distribution of Supplies. Direct distribution of supplies is characterized by the bypassing of the GS level whenever possible, with delivery to the DS or user level. This is one of the most significant means of reducing inventory requirements.

b. Minimum Essential Administration. As the stock control functions of the GS units are in the MMC, the GS supply units perform only those administrative functions that pertain to storage operations. These functions include maintaining a locator system, reporting receipts, processing shipments, physical inventory and care and preservation.

c. Mechanization of the Storage Operation. GS supply is essentially a warehouse operation. The objective is to group those supplies adaptable to palletization and containerization in one supply unit and then take full advantage of mechanized handling techniques. However, it is not enough just to equip the supply units with appropriate mechanized capabilities. Preparation, handling, and movement of supplies in a manner compatible with mechanization are essential. Thus, supplies are palletized and containerized in continental United States (CONUS) and passed through the supply system to the lowest practical echelon before the mechanization chain is broken. Maximum use of materials handling equipment (MHE) in supply handling is the goal. However, substantial quantities of small lot shipments that are not adaptable to mechanized handling must be anticipated.

d. Improved Specialization of Labor. The GS supply functions can be subdivided into the tasks and skills required to perform storage operations. To maximize the productivity of supply units, they are organized to perform related tasks with groups of supplies having similar handling requirements. Based on these related tasks, supply units are organized to handle general supplies, repair parts, and heavy materiel.

Section II. FIELD SERVICE OPERATIONS

8-10. General

Field service functions include laundry, bath,

clothing exchange, bakery, textile renovation, salvage, decontamination, graves registration,

clothing renovation, post exchange sales and provision of general duty labor.

8-11. Direct Support

DS services as authorized within the divisional units are furnished by the supply and service company (TOE 10-7), which is organic to the Supply and Transport Battalion for each Armored, Infantry and Mechanized (AIM), ABN, Airmobile division. For nondivisional units, DS services are provided by the supply and service companies, DS (TOE 29-147), which are assigned, as required, to supply and service battalions operating in the corps and COMMZ areas. The Supply and Service Company and Supply and Service Battalion organic to divisions do not contain an organic capability for provision of field services support. This requires that these DS services be furnished by other supporting units. The Supply and Service Company, DS (TOE 29-147), which furnished DS services for nondivisional troops, contains both laundry and bakery facilities. The capabilities of this company in providing DS services are discussed in paragraphs 8-19 and 8-20.

8-12. General Support

At the GS level within the corps, field service support is provided by the Field Service GS Company, forward (TOE 29-114). The field service GS company, forward, supports a division slice. The unit includes a bakery capability; a laundry and lightweight textile cleaning renovation capability for support of divisional units; and a graves registration, collection, and evacuation capability required for support of divisional units; decontamination facilities for CBR; and, salvage and service section. In the rear portion of the CRA, the bakery function is deleted.

8-13. Laundry Service

DS laundry service (includes clothing exchange) for nondivisional troops in the corps is provided by DS supply and service companies. Laundry service for divisional units is provided by field service GS companies, forward.

8-14. Renovation

Renovation of clothing and lightweight (launderable) textiles is a function of the DS supply and service company to complement the laundry service provided in support of nondivisional units. At the GS level, the field service GS company, forward, provides renovation service for divisions, and provides backup support for DS supply and service companies. Canvas and leather repair is a function of the maintenance service.

8-15. Salvage

a. Salvage is generated from the following sources:

- (1) Normal turn-in by troops of worn or damaged supplies and equipment for replacement.
- (2) Recovery of unneeded clothing and equipment from casualties.
- (3) Finding of lost, abandoned, or discarded materiel on the battlefields and in billets and bivouac areas.
- (4) Capture of enemy materiel.
- (5) Turn-in of excess supplies.
- (6) Maintenance operations (replacement of worn or damaged parts and components, and cannibalization).

b. The Salvage and Service Platoon of the Forward Field Service GS Company, (TOE 29-114), collects and receives excess supplies, seasonal turn-ins, abandoned or captured materiel, and useful scrap, which is turned in or reported to it by supported units. Generally these are items of a non-mechanical nature such as clothing, footwear, webbing, tentage, canvas, individual equipment, field furniture equipment cases, 5-gallon gasoline cans, 55-gallon drums, lanterns, and one-burner stoves. This platoon may also collect and receive mechanical-type items in the above categories, which are within their handling capability such as rifles, generators, small engines, radios, and similar lightweight items. These are turned over to an appropriate maintenance unit for classification and disposition.

c. The integrated inventory management system, operating through the TA Material Management Center (MMC) for TA critical items and the COSCOM MMC, provide supply and maintenance managers at each of these echelons with continuous information on the status of supply and maintenance requirements. This permits both salvage and maintenance collecting points to make automatic shipment or other disposition of collected items without reporting receipts and awaiting distribution instructions from the COSCOM (MCC). Only in exceptional cases (e.g., capture of a large enemy supply dump) will it be necessary for a collecting point to request disposition instructions from its parent COSCOM (MMC).

(1) When the collecting points receive non-mechanical materiel, the materiel is segregated either as serviceable, unserviceable but repairable, or scrap items. Disposition is made in accordance with established standing operating procedures (SOP).

(2) Transportation requirements exceeding the

organic capabilities of the supply and service battalion and requirements for line hauls are met by requirements placed on the MCC by the local TMO. Maximum use is made of returning transport.

8-16. Decontamination

The forward Field Service GS Company, provides decontamination capabilities for a division and may provide limited capabilities to non-divisional units in the corps area.

8-17. Labor Service

In the forward field service GS company, military labor is provided in the salvage and service platoon to support supply operations and the operation of a corps salvage collecting point.

8-18. Graves Registration

Graves registration in the corps encompasses recovery and identification of deceased personnel, handling and processing their personal effects, evacuation, interment, and preparation and maintenance of necessary records and reports. DS graves registration functions are provided for divisional units by the supply and service company, supply and service battalion organic (by augmentation) to divisions. DS graves registration service is provided for nondivisional units by supply and service companies, DS (TOE 29-147), operating in

corps and COMMZ. At the GS level, the graves registration platoon in the field service GS company, is organized to provide for collection, identification, and evacuation of deceased personnel. In the field service GS company, rear, this platoon is a cemetery platoon.

8-19. Bakery

Bakery service for nondivisional troops is provided by the supply and service company (DS). Bakery support for divisions is provided by a bakery section in the field service GS company, forward.

8-20. Bath

Bath DS service is provided divisional units by the supply and service company, supply and transport battalion, when augmented, and for nondivisional units by the supply and service company, DS (TOE 29-147).

8-21. Clothing and Post Exchange Sales

Clothing and post exchange types of sales services are provided in the field by sales detachments BA, BB, and BC (TOE 10-500), which may be attached as required to supply and service battalions in the corps support command areas and COMMZ. Sales detachments are designed to provide both mobile and static facilities for the nonprofit sale of health and comfort items.

Section III. ORGANIZATIONS AND CAPABILITIES

8-22. Materiel Management Center (MMC) (TOE 54-23) (Fig 8-8)

a. The Materiel Management Center consists of personnel who perform integrated supply and maintenance management at the COSCOM level for all classes of supply, less maps, medical, and COMSEC, and for all maintenance activities for

which the COSCOM has jurisdiction and responsibility. The MMC performs day-to-day materiel management responsibilities based on centralized, integrated materiel management and decentralized operations. The MMC acts on the requirements of supported forces.

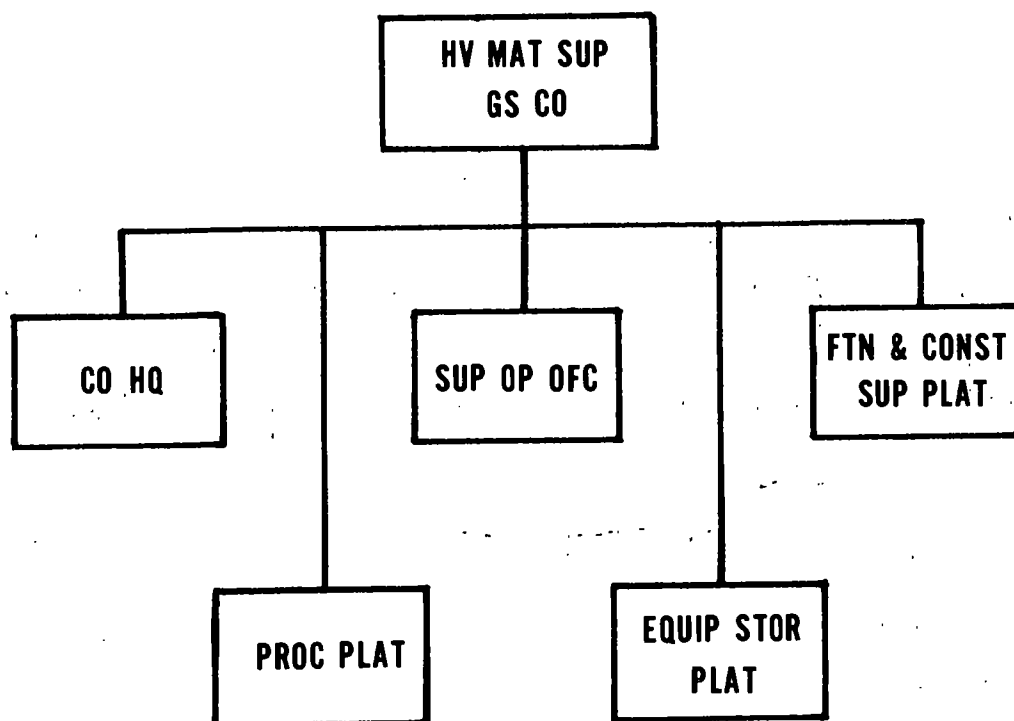


Figure 8-14. Materiel supply GS company.

c. This company can:

(1) Provide GS supply of class VII wheeled, tracked, and towed end items.

(2) Perform all required operations incident to the receipt, storage, processing for issue, and issue of combat equipment and tactical and special purpose vehicles. Processing includes the initial processing, deprocessing, in-shortage (organizational) maintenance, installation, and inspection of vehicular-mounted communications equipment.

(3) Perform combat loading of vehicles prior to issue, when required.

(4) Operate a supply point for the receipt, storage, and daily issue of approximately 150 tons of fortification and construction supplies.

(5) Maintain the stock which constitutes the authorized stockage list.

(6) When employed in the rear portion of the CRA, it maintains a portion of the corps reserve stocks.

8-28. QM Airdrop Supply Company (TOE 10-407) (Fig 8-15)

a. This company provides parachute packing, temporary storage, and rigging of supplies and equipment for airdrop by Army, Air Force, and/or other Service aircraft and provides technical assistance in the recovery and evacuation of airdrop equipment.

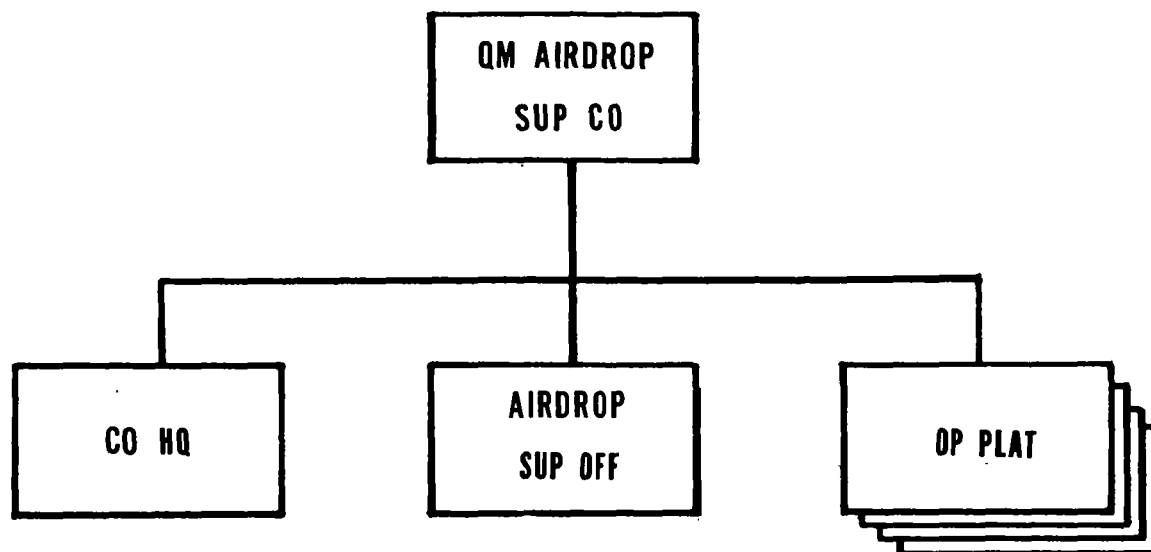


Figure 8-15. QM airdrop supply company.

b. It is assigned in COSCOM to a corps support group and is normally attached to HHC, supply and service battalion.

c. The airdrop company can:

(1) Receive, store, and prepare (to include packing of parachutes and rigging of loads) 200 tons daily of selected items of all classes of supplies and equipment for airdrop.

(2) Maintain the stock of supplies required for airdrop operations.

(3) Perform maintenance on and provide direct exchange for personnel parachutes used by Army aircraft crews.

(4) Assist, as required, in the loading of supplies in aircraft for airdrop, and for ejection from aircraft in flight.

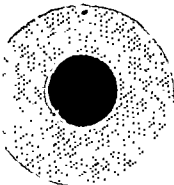
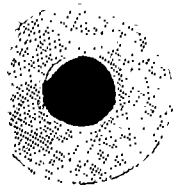
(5) Supplement, when necessary, the capabilities of other units engaged in parachute packing, parachute maintenance, and airdrop support operations. It can provide technical assistance in recovery and evacuation of airdrop equipment.

d. Requests for airdrop flow directly to COSCOM by the most expeditious means, consistent with security. Requests are transmitted through command channels, from division or nondivisional units to the corps. Corps headquarters monitor and may amend, adjust, or disapprove requests. As requests are received, the COSCOM MMC immediately coordinates with the Movement Control Center. The Materiel Management Center and Movement Control Center jointly direct the actions of the supply and transportation activities. To provide

adequate responsiveness to requirements, the air delivery company stocks appropriate quantities of class I, III, V, and other supplies as determined by the COSCOM MMC. The COSCOM MMC maintains inventory data on stocks located at the air delivery supply unit. A separate, small account will be maintained for the class V stocks located at the air delivery company. The COSCOM MMC determines which combat unit will lose the class V allocation. Corps allocations of class V items are not affected by this method of control. If the supplies requested are not on hand in the air delivery supply unit, the COSCOM MMC directs the appropriate supply activity to prepare the items for shipment to the air delivery unit and coordinates with the movements control center to affect the shipment. As airlift is arranged, materiel release orders are transmitted to the air delivery unit. The air delivery unit prepares the supplies according to mode of delivery employed and, in coordination with the movement control center, insures delivery to the required point at the air terminal. In most cases, this will be to the cargo aircraft door. The COSCOM MMC takes action to insure that stocks delivered by airdrop are replaced.

8-29. Field Service Company, Forward GS (TOE 29-114) (Fig 8-16)

a. This company provides field services including laundry, lightweight textile renovation, graves registration services, decontamination service, bakery services, salvage, and a pool of general duty (labor) personnel.



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